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NEWS: EUROPE

Forlani aide held as Italian arrests mount

By Robert Graham in Rome

ITALY yesterday experienced another day of spectacular developments in corruption scandals with arrests in Milan, Naples and Rome involving more leading figures in politics and business.

The most prominent political arrest was that of Mr Gaetano Amendola, the private secretary and economic adviser to Mr Arnaldo Forlani, the former head of the Christian Democrat party.

Mr Forlani himself was advised on

Monday that he was under investigation for alleged receipt of £1.2m (£710,000) as a kickback on a roads contract near Florence. The contract was negotiated through Mr Giovanni Prandini in 1981, when the latter was minister of public works. Yesterday Mr Forlani's private secretary was arrested on the same charge, while Mr Forlani denied that he had received any funds. Investigations into illicit payments to obtain road contracts have now involved all the major parties.

Last week it was revealed that

Rome and Milan magistrates had prepared a dossier on Mr Prandini alleging that through Anas, the state roads authority, he had collected a total of £25m in kickbacks.

In Milan yesterday, a major development emerged in the two-month inquiry into Eni, the state oil concern. Magistrates announced six arrest warrants had been issued for executives in Eni subsidiaries, Sham (gas supplies) and Saipem (pipelines), for alleged falsification of accounts.

The first arrest announced was

that of Mr Goffredo Giuliani, deputy chairman of Metanpoli, the property development company of Sham. The second was of Mr Carlo Fiore, a board member of Saipem.

Mr Giuliani is also managing director of Sham and has been involved in a big gas supply deal with Algeria. Milan magistrates are investigating alleged payments of bribes to foreign intermediaries and political parties on foreign gas contracts as well as more general use of Eni subsidiaries for alleged illicit funding of political parties. This has

led to the arrest of four top Eni executives including Mr Gabriele Cagliari, the chairman.

In Naples magistrates announced a further unravelling of the links between politicians and businessmen over expenditure related to the 1990 World Cup football competition, a new mass transit system, the city's public transport corporation and the main local health authority.

For the first time this involved local politicians of the neo-fascist MSI-DN party which has its strongest base in Naples. Magistrates

issued 19 arrest warrants.

In another development, the family of the prominent southern Christian Democrat politician, Mr Ciriac de Mita, became further embroiled in the scandal of the misuse of funds for the 1980 Irpinia earthquake. Mr Francesco Scarinzi, Mr de Mita's brother-in-law, was arrested yesterday on charges of alleged extortion and £1.2m of his assets were seized.

Yesterday also saw the first evidence of magistrates investigating the huge investments planned for a high-speed train network in Italy.

Danes to press for EC law on works councils

By David Gardner in Luxembourg

THE DANISH presidency of the EC yesterday made clear its determination to push for the setting up of mandatory works councils in large trans-European companies.

This is one of the Community's most controversial pieces of draft social legislation.

After talks among employment and social affairs ministers, it became clear that Britain - the only member state opposing the measure - will have to fight to dilute its content, or see it passed by its 11 partners, assuming that the Maastricht treaty and its social protocol come into force later this year.

If the works council directive were passed by the 11, British companies would still be among those most affected. According to British calculations, more than 100 UK companies have operations in continental Europe which are large enough to fall under the requirements of the directive for their operations outside Britain.

If the UK were party to the scheme, more than 300 companies would be less than in Germany and three times more than France. Denmark wants agreement among the 11 by June, in an effort to demonstrate to its sceptical voters that the EC can deliver social standards

comparable to its own. If the UK wishes to stay detached from the measure, as it did from the Maastricht social chapter, the works council requirements would go through without the British if and when the treaty is ratified, if Denmark itself ratifies Maastricht in its referendum on May 18, the works council issue could itself become embroiled in the tangled process of British parliamentary ratification of the treaty.

The directive would oblige companies employing more than 1,000 workers in more than one of the EC's 12 member states, and with more than 100 employees in at least two of them, to set up elected works councils. They would have to be consulted on issues such as job changes, new technology and investment plans and relocation of business.

During the recent controversies over alleged "job poaching" in the relocation to the UK of production by Hoover in Burgundy and Digital from the west of Ireland, Mr Jacques Delors, president of the European Commission, pledged a new effort to get the works councils directive into EC law. The Commission believes cases like Hoover and Digital would be less inflammatory with obligatory consultation of the workforce, denying companies the chance to play one set of employees off against another.

Probe on tobacco fraud death agreed

By Andrew Hill in Brussels

THE European Commission has been asked to prepare a report on last week's suicide of a senior official implicated in EC tobacco fraud.

Members of the European parliament said yesterday senior Commission officials had agreed to submit a report to a meeting of the parliament's budgetary control committee next month.

MEPs want the report to say how the Commission became aware of alleged fraud in the tobacco sector in 1990, what they did about it, and whether such problems could recur.

Mr Antonio Quarato, an Italian, who was in charge of the EC's tobacco regime until July 1990, took his own life last week just days before the final hearings in an internal disciplinary procedure on the alleged fraud.

Mr John Tomlinson, a British Labour MEP and member of the budgetary control committee, said the disciplinary proceedings centred on allegations that Mr Quarato was

paid to encourage a cartel of tobacco traders. He allegedly endorsed the sale of large lots of unwanted Italian and Greek tobacco to the cartel, which then sold it to developing countries and former Soviet bloc nations, and benefited from Community export refunds.

Mr Tomlinson and Mr Terry Wynn, another British Labour MEP who follows the workings of the EC's costly tobacco subsidy regime, said there was nothing to link Mr Quarato with the Mafia, as has been alleged in some reports.

Mr Tomlinson said the tobacco case was "a fairly routine sort of problem" and the budgetary control committee really wanted to draw attention to the EC's "inherently flawed and inherently corrupt" common agricultural policy, and ensure that the Community closed off opportunities for abuse.

Mr Quarato was moved from his job at the head of the tobacco regime in July 1990 after a French newspaper reported rumours about fraud in the sector.

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Wanted: new life for single market

By Andrew Hill in Brussels

THE European Commission believes the single European market could lose momentum and credibility unless new ways are found to build on the achievements of the past seven years.

Commissioners spent most of yesterday discussing how to develop the internal market and to boost European business and industry.

A spokesman said the Commission was concerned at the way the single market - aimed at easing the movement of people, goods, services and capital across EC frontiers - was no longer seen as an important issue across the Community.

Commissioners stressed the first aim was to adopt the few measures outstanding from the original 1985 single market programme, which is 95 per cent complete, and to make sure that what had been adopted was implemented and functioning properly.

At the same time, the Community should press for the lifting of remaining controls on travellers at internal EC borders, politically the most sensitive of the single market objectives and the most difficult to achieve.

The EC's executive is itself seeking new purposes in the aftermath of the symbolic single market "deadline" of January 1, 1993.



A woman eats food scavenged from rubbish in a Sarajevo street. Despite UN convoys, Bosnia's besieged capital remains short of food

Italian new car sales plunge by 21%

By Haig Simonian in Milan

NEW CAR sales in Italy, Europe's second biggest market, were down almost 21 per cent last month compared with March last year. Demand was hit by the recession and price rises for some imports.

The 20.8 per cent plunge in March sales to 189,940 units was the eighth monthly fall since August.

The decline is likely to reinforce friction between domestic and Japanese manufacturers which have increased sales.

Sales by Nissan soared 90 per cent to 4,372 from 2,301 in March 1992 thanks largely to

new models from the group's UK plant. Honda sales rose by nearly 9 per cent, while Toyota rose fractionally.

Japanese exports and transplants still account for less than 5 per cent of the market.

However last week's agreement between the European Community and Japan on

import levels for this year, which allowed a 17.5 per cent rise in Japanese exports in Italy, was criticised by some motor industry executives.

The drop brings Italian car sales into line with trends in Germany, France and Spain, where demand for cars has fallen heavily recently.

E German workers search for voice

Easterners are caught in a union fight with employers, writes Judy Dempsey

A POIGNANT reminder of the tensions underlying the unification of the two Germanies occurred yesterday when Mr Erwin Hein, Saxony's regional head of Gesamtmetall, the metal and electrical employers' association, resigned.

Mr Hein, an easterner, spent last Sunday afternoon holding talks with Mr Hasso Döhl, a westerner and head of the Saxony branch of IG Metall, the engineering union, and Mr Kurt Biedenkopf, the premier of Saxony. After several hours of talks in the premier's office in Dresden, they claimed they had reached a compromise aimed at averting an all-out strike over a pay dispute among eastern Germany's metal, electrical and steel industry.

But the compromise did not substantially differ from what was agreed between west German employers, east German managers and IG Metall in March 1991. That contract stipulated that east German wages in the metal, electrical and steel industry would reach

a slight improvement, though the unemployment rate was still 15 per cent.

Short-time work continued to rise. Nearly 20,000 more people were on short-time in the west in March, down from 7.2 per cent in March, down from 7.5 per cent the previous month.

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High hopes in Russia of IMF accord

By Leyla Boultou in Moscow

RUSSIA will try to conclude a standby agreement with the International Monetary Fund by October, Mr Alexander Shokhin, deputy prime minister, said yesterday.

While admitting that "anything could happen", Mr Shokhin claimed that Russia could conclude a standby deal, setting tough conditions for further IMF balances of payments of assistance, within the next six months. This would happen, he suggested, if the central bank and finance ministry pursued "responsible policies", which would depend on President Boris Yeltsin receiving appropriate support in a referendum due on April 25.

Mr Shokhin, who concluded Russia's debt rescheduling with western creditor nations in the Paris Club last week, said the rescheduling could go ahead even if no standby deal was achieved. He said the Paris Club agreement would be followed by a similar deal with the London Club of commercial bank creditors by July. Anticipating the results of the London Club talks, he said Russia would only have to pay \$3bn to service debts this year, including \$2bn to the Paris Club, and \$1bn to all other creditors.

The debt rescheduling deal, although the biggest chunk of

assistance granted so far to Russia, continued to go largely unnoticed in Moscow yesterday. Like most of the anti-Yeltsin press, a spokesman for the Russian parliament focused on criticising the \$1.6bn US aid package given to Russia at the Vancouver summit on Sunday.

The promised aid of \$1.6bn is of course a noble deed, Mr Konstantin Zlobin, said. "But we know that aid in the form of money handouts usually disappears into a black hole or gets into the hands of wheelers-dealers who bank the money in the west."

In a front page headline, Sovetskaya Rossiya described the \$1.6bn as "light baggage" and elsewhere accused President Clinton of "political madness" in backing President Yeltsin. Like most of the critics who claim they resent aid, Pravda added that it was far too little, amounting to "just \$10.68" per Russian citizen.

The latest meeting of a round table organised by the government and parliament to try to find solutions to the country's economic problems showed how elusive a consensus remains. Vice President Alexander Rutskoi, who is on parliament's side in the conflict with President Yeltsin and the government, said the young radicals in the government had to be sacked before agreement was possible.

French debate central bank's regulatory role

By David Buchan in Paris

FRENCE'S debate on how to give its central bank autonomy in setting monetary policy - as required by the Maastricht treaty - has got under way with the Banque de France and the powerful Trésor department of the finance ministry taking opposing sides on the future of the central bank's other roles in regulating commercial banks, their solvency and liquidity.

In a banking newsletter, Mr Jacques de Larosière, governor of the Banque de France, said he saw no reason to change the present system in which the Commission Bancaire, with the aid and close supervision of the Banque de France, controls commercial banks. "The central bank regulates the liquidity of the banking system, which gives it [the central bank] a crucial importance in tracking the performance of commercial banks," he said.

Even in Germany, where supervision of commercial banks formally lies with an office in Berlin separate from the Bundesbank, the German central bank had a department which keeps an eye on the banking sector.

By contrast, officials at the Trésor have been quoted in the press as suggesting that, if France does not adopt the German system, the Banque de France might find itself faced with a conflict of interest. If, for instance, the central bank, as lender of last resort, had to provide emergency liquidity to a commercial bank in trouble, it might undermine its own monetary policy.

Any paring down of the Banque de France also worries



De Larosière: against change

leaders of the central bank's 18,000 employees. They have sought - and won - from Mr de Larosière assurances that he will try to maintain the central bank's role.

Many of the key elements - such as the security of tenure for board members of an independent central bank - are set in the treaty of Maastricht, and are therefore in the brief which the prime minister, Mr Edouard Balladur, last Friday gave his finance minister, Mr Edmond Alphandéry, to prepare a draft statute on the Banque de France's future.

On Friday, Mr Balladur spoke of giving the Banque de France "a very broad autonomy". The fact that he did not use the word "independence" has been interpreted by some as indicating that he intends to let the central bank keep a banking supervision role, which in contrast to the area of monetary policy, would still be subject to government influence.

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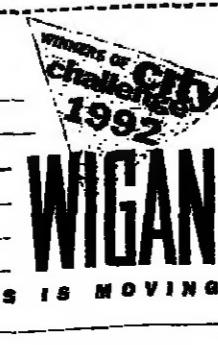
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WHERE BIG BUSINESS IS MOVING



Armenia battles on two fronts

Steve LeVine reports on the heavy burdens of conflict and economic collapse

As it fights Europe's "other war", a five-year-old conflict with neighbouring Azerbaijan, Armenia has begun a politically risky programme to revive the ex-Soviet Union's worst economy.

The draconian programme, coming during a second winter with no heating, little electricity and an all but paralysed industry, may be inviting trouble. Since the Soviet Union broke up a year ago, hostile crowds have already forced out the neighbouring governments of Azerbaijan and Georgia.

But, says Armenia's 35-year-old prime minister, Mr Hrant Bagratian, "there is no other way out. Otherwise, all the population is going to die. We are a bankrupt country."

While battling back from the same economic collapse that struck all 15 former Soviet republics after the empire's disintegration, Armenia faces an enormous additional problem. That is its undeclared war with Azerbaijan, a territorial dispute that, with some of the same brutality as former Yugoslavia, shows no sign of ending soon.

Before the conflict, more than 80 per cent of Armenia's natural gas and other needs were sent through Azerbaijan.



Tens of thousands of Azerbaijani civilians are fleeing through treacherous mountain tracks from fierce fighting which continued yesterday between Azerbaijan and Armenia, the United Nations High Commissioner for Refugees said yesterday. Reuter reports from Geneva.

Many people, especially women and children, were dying from cold in the snow-bound passes, according to UNHCR representatives in the area. The exodus follows an offensive by Armenian forces apparently aimed at driving a second corridor from the trans-Caucasian republic to the largely-Armenian inhabited enclave of Nagorno-Karabakh inside Azerbaijan.

Azerbaijan called yesterday called for international sanctions to punish Armenia for the offensive which has captured a tenth of Azeri territory.

Azerbaijan has since blockaded Armenia. Another route, through Georgia, has been interrupted by conflicts to the north. Efforts to find a Turkish route have been hampered by its long enmity with Armenia.

The result has been almost a complete shutdown of Armenia's 450 factories. Homes are lit for just two hours a day, and the sole heat is produced by wood-burning stoves - tree stumps lining the highway into the capital of Yerevan testify to the population's desperate quest for warmth.

Not that Armenian shelves are bare. If one has the money, Yerevan's private farmers' market has the best selection of vegetables and fruit in the region. A syndicate-run bistro that locals call the "Mafia Restaurant" serves patrons grilled beef and sturgeon, brought fresh several times a week from the Caspian port of Astrakhan. And at the Georgian border, Armenian black marketeers buy natural gas or petrol from tankers with fuel from southern Russia, then sell it at a steep mark-up; 20 litres of petrol costing 4,500 roubles (\$4.70) in Georgia bring 7,000 roubles and more in Yerevan.

Mr Bagratian's economic programme is meant to normalise Armenia's economy, and bring fuel and food delicacies to the average home. Armenia possesses few resources, but does have a well-trained work force. And, though landlocked, it is well situated, at the crossroads

of the Caspian Sea nations of Iran and Azerbaijan and the Black Sea countries of Turkey and Georgia. The roads go north to Russia, east to Central Asia and south to the Gulf. Mr Bagratian's prescription is to reopen factories quickly. The programme makes no apologies about ignoring Armenian households - Mr Bagratian admits he is betting that relief over returning to work will overshadow the continued discomfort of cold and dark days. In five years or so, when the war may be over, he hopes there will be plenty of light and heat, as well.

Natural gas shipments of 1.5m cu m a day resumed after the pipeline from Georgia - terrorists had blown it up for the fourth time in a month - was

repaired. One-quarter of daily needs, the gas was enough to reopen 45 factories, or about 15 per cent of industrial capacity, the government says. The 1993 goal is to restart 55 per cent of industrial capacity.

Comparisons are difficult to avoid between Mr Bagratian and Russia's former prime minister, the combative Mr Yegor Gaidar. With the support of Russia President Boris Yeltsin, Mr Gaidar embarked on a tough, ambitious economic programme that, in addition to antagonising conservative leaders, angered the public. In December, Mr Yeltsin finally jettisoned his economic pilot.

Mr Bagratian, whose exacting and abrupt style contrasts sharply with Armenia's usual lax and emotional leadership, confronts at least as difficult a task as did Mr Gaidar.

In looking to the long term, Armenia has almost concluded an \$87.4m (\$40.4m) agreement with the European Bank for Reconstruction and Development to finish a 300 mw oil-and-gas-fired electricity unit at Harazian, 25 miles from Yerevan, the government says.

Even when the unit is completed, Mr Bagratian still faces a tremendous problem: where will he get fuel to run it?

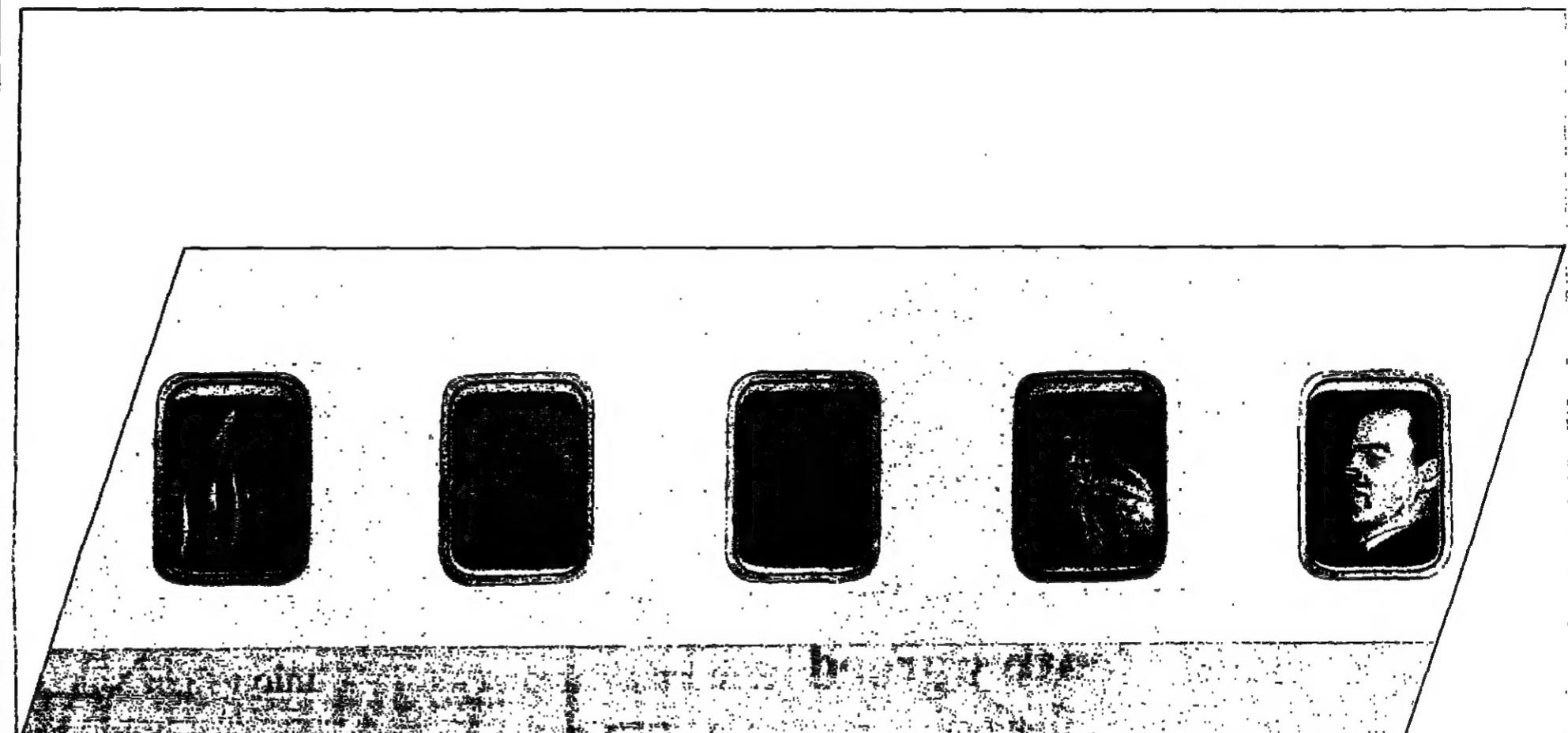
Talks on Ukraine's missiles at dead end

By Chrystia Freeland in Kiev

NEGOTIATIONS between Ukraine and Russia over the future of the nuclear weapons on Ukrainian territory have reached a "dead end", Ukraine's President Leonid Kravchuk said yesterday.

To resolve the stalemate, he has suggested to Russian President Boris Yeltsin that the issue be discussed by the Ukrainian and Russian prime ministers. Mr Leonid Kuchma, the Ukrainian prime minister, was formerly director of the largest missile factory in the world, which produced the SS-18 and SS-24 missiles now in Russia.

Mr Kravchuk rejected Russia's accusation that Ukraine had ambitions to be a nuclear power. However, Mr Kravchuk reaffirmed Ukraine's claim to ownership of the strategic nuclear missiles on its territory. The alternative favoured by Moscow - granting Russia ownership of the Ukrainian missiles - was "unacceptable". Mr Kravchuk said because Ukraine could not permit a foreign military presence on its soil.



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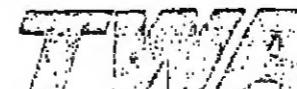
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NEWS: THE AMERICAS

Clinton forced to postpone \$16bn stimulus spending bill

By George Graham
in Washington

PRESIDENT Bill Clinton and his Democratic allies in Congress have bowed to the immovability of Senate Republicans and agreed to put off consideration of the president's \$16bn (£11.2bn) stimulus spending bill until after the two-week recess.

Senator George Mitchell, the Democrats' leader in the Senate, and Senator Robert Byrd, chairman of the appropriations committee, have been given the go-ahead by the White House to negotiate with their Republican counterparts on a compromise that might allow the bill to come to a vote.

Although the Democrats have enough votes to pass the spending package, they lack the three-fifths majority required under the Senate's eccentric rules of procedure to shut off debate.

The Republican filibuster showed less physical endurance than past efforts to hold

Agreement to postpone President Bill Clinton's \$16bn economic stimulus package allowed the Senate to clear up one critical piece of legislation that had been held up by the Republican filibuster: a measure to raise the legal ceiling on US federal debt to \$4,370bn.

The US Treasury, which had been forced to delay debt sales to avoid breaching the previous ceiling of \$4,145bn, yesterday held a \$14.25bn sale of 52-week bills and announced another \$22.4bn auction of 13 and 26-week bills for today.

more gridlock and I think the people will rebel against it," Mr Clinton said.

Mr Clinton's problem in the Senate could be repeated in future. So long as the 43 Republicans remain united against him, the 57 Democrats will fall short of the 60 votes needed to break a filibuster - even in the unlikely event that they too remain united.

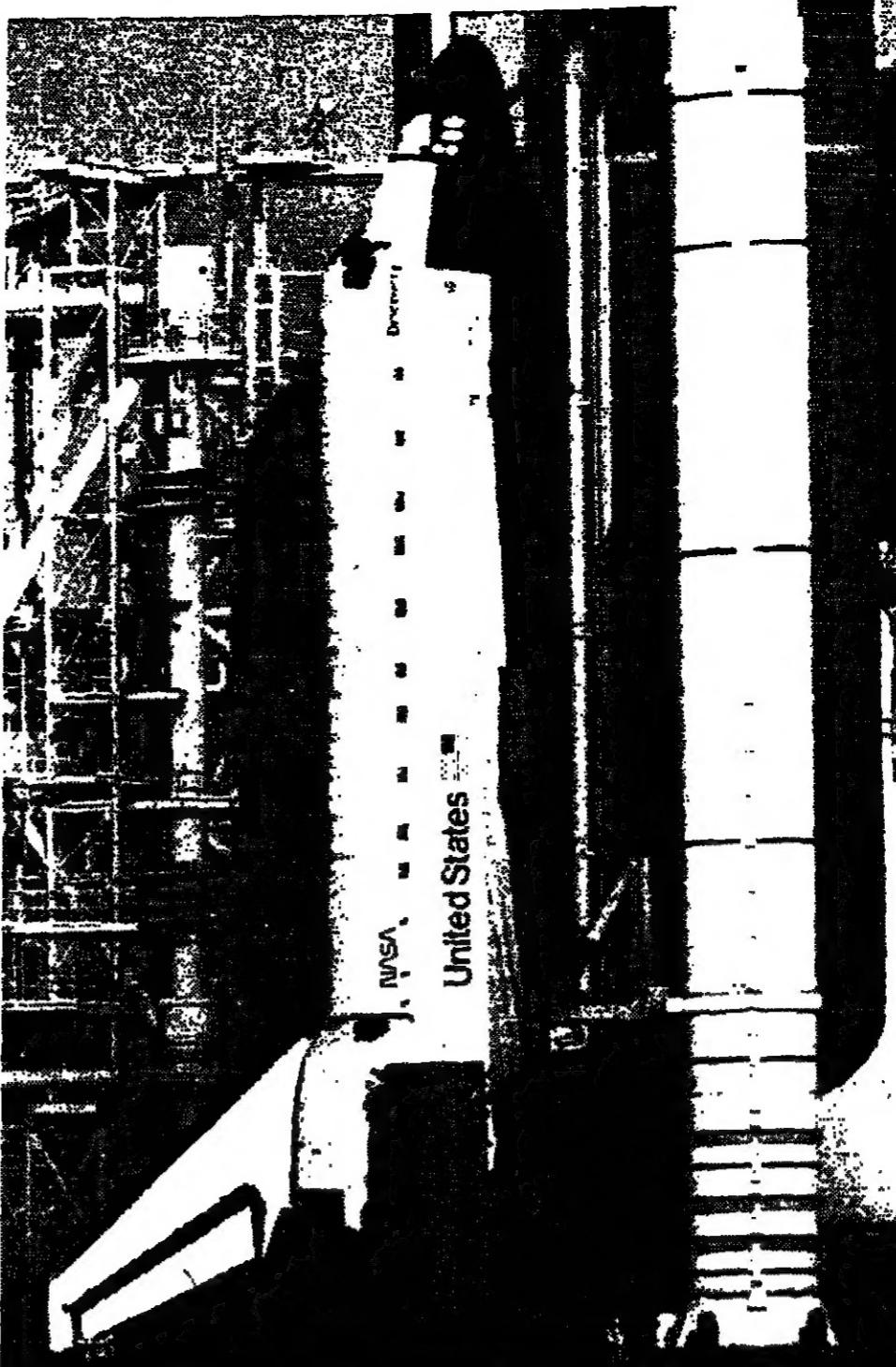
Party loyalties are rarely solid in the Congress, and especially not in the Senate. Indeed, Senator Richard Shelby of Alabama, though nominally Democratic, has voted so consistently against Mr Clinton that party whips are virtually discounting him

when they count up likely votes.

But a number of other Democratic conservatives, especially from the south and west, are also potential defectors on several critical issues. They include Senator Sam Nunn of Georgia, Senator David Boren of Oklahoma, Senator Howell Heflin of Alabama, Senator Bennett Johnston of Louisiana, and Senator Dennis DeConcini of Arizona.

Senator Robert Krueger of Texas, who was appointed to fill the seat vacated by Mr Lloyd Bentsen, now the treasury secretary, has also voted against the administration line, but some political analysts suggest he is trying to prove his independence before his by-election next month, and may prove more amenable in future, if he survives.

Republican party loyalty is generally stronger, but a number of centrist senators, including four from New England, have proved unreliable on occasion.



Space shuttle Discovery after the launch was aborted just 11 seconds before take-off

Second Shuttle launch aborted

By George Graham in Washington

THE US National Aeronautics and Space Administration yesterday had to abort its second space shuttle launch in two weeks after a last-minute malfunction, creating more frustration for an agency struggling to scale its ambitions and its overheads down to meet budget realities.

The launch of the shuttle Discovery was halted 11 seconds before lift-off after a warning that a valve had not closed. A fortnight ago, the shuttle Columbia's engines were shut off just 3 seconds before lift-off.

While the malfunction appeared to be relatively minor - another launch attempt is tentatively scheduled for tomorrow - it follows a series of setbacks to the shuttle programme.

In addition, a faulty launch two weeks ago by General Dynamics' Atlas Centaur rocket, its third failure in eight attempts, has prompted the industry magazine Space News to warn of a "launch crisis on the horizon" if the government does not start serious work soon on a new launch system.

Nasa's 1994 budget, due to be published tomorrow, is expected to show an increase of around \$1bn over this year's \$14.3bn. However, the agency has been ordered by President Bill Clinton to redesign the costly space station to save money. Administration officials say Nasa has for years been overambitious.

Fujimori hails result of power grab

PRESIDENT Alberto Fujimori of Peru claimed yesterday that his closure of Congress and the courts exactly one year ago had made possible the capture and conviction of Abimael Guzman, leader of Shining Path, the Maoist guerrilla movement. AP reports from Lima.

Shining Path itself marked the anniversary by bombing a

shopping centre in Lima's middle class district of San Luis, killing a security guard and shattering windows. The previous day guerrillas killed 11 members of the armed forces in the northern Andes.

Mr Fujimori, in a 20-minute television and radio broadcast, said Peru now presented an image of security for investors

after the capture of Guzman and other high-ranking guerrilla leaders.

"For 10 years Guzman and his followers mocked the state and its institutions... while the country filled up with its dead," Mr Fujimori said. "But now the most ferocious terrorism in the west is being defeated without a bloodbath."

Mr Fujimori said he planned his coup after he realised that a hostile opposition in Congress and the judiciary were blocking his efforts to combat terrorism and drug trafficking. He also rejected criticism that he was authoritarian. "I like processes. Let the others strike poses," said Mr Fujimori, who was elected in 1990.

PETROFINA S.A.

52, rue de l'Industrie - B-1040 Brussels T.V.A. No. 403.079.441 - R.C. Brussels No. 227.957

Shareholders are invited to attend the EXTRAORDINARY GENERAL MEETING which will be held in Brussels, at 52, rue de l'Industrie, on Tuesday APRIL 27, 1993, at 11 a.m. (Brussels time), with the following agenda:

Amendments to Articles of Association

1. In article 1, delete the words: "Formerly, it was named 'Compagnie Financière belge des pétroles', company with limited liability, 'Petrofina' in abbreviated form".
2. In article 2, replace the first paragraph by the following paragraph: "The registered office of the company is established in the Brussels-Capital Region. It is currently located at 52, rue de l'Industrie, Brussels. It may be relocated within this Region by resolution of the Board of Directors".
3. In article 4, replace the first paragraph by the following paragraph: "The company is established for an unlimited period of time".
4. In article 5, insert the word "votes" before and add this second paragraph: "The corporate capital may also be represented by non-voting preferred shares, created by the general shareholders' meeting or the Board of Directors".
5. Insert the following article 5A:

"Every person or legal entity owning or acquiring voting shares in the company must inform the company and the Commission bancaire et financière of the number of shares held when the voting rights associated with said shares amount to 3 percent or more of all voting rights existing at the time when the event giving rise to the duty to inform occurs.

In the case of a subsequent acquisition of shares, the same information must be provided when, as a result of this acquisition, the voting rights associated with said shares amount to 5 percent, 10 percent, 15 percent, or any higher multiple of 5 percent of all voting rights existing when the event giving rise to the duty to inform occurs.

In the case of a transfer of shares, the same information must be provided when, as a result of this transfer, the number of voting rights falls below one of the above-mentioned thresholds.

To the shares owned, acquired or transferred by this person or legal entity shall be added all shares owned, acquired or transferred by:

- a third party acting in its own name, but for the account of said person or entity;
- a person or legal entity related to said person or entity;
- a third party acting in its own name, but for the account of a person or legal entity related to said person or entity.

Likewise, the numbers of shares owned, acquired or transferred by persons and/or entities who act in concert for purposes of owning, acquiring or transferring shares to which 3 percent or more of voting rights are attached shall be added together.

When a person or a legal entity holds, acquires or transfers the direct or indirect control, in law or in fact, of another company owning, in particular through the effect of controlled action, as defined by the last 3 items or more of the voting shares of the company, said person or entity must inform the company and the Commission bancaire et financière. When several persons and/or entities jointly control such a company, each of them must make this declaration.

The above-mentioned declarations must be sent to the company and the Commission bancaire et financière at the latest the second business day after the event giving rise thereto has taken place, without prejudice to the provisions of law regarding shares acquired by inheritance, and for the threshold of 3 percent, at the latest the second business day following the date of publication of this new article 5A in the Supplement to the Belgian Official Gazette.

Without prejudice to the provisions of the law, no shareholder may exercise at any general meeting or shareholders' a number of voting rights greater than that corresponding to the number of shares he has declared in accordance with the law and the present Articles of Association at least 45 days before said general meeting, it being understood that he may validly vote those shares to which are attached voting rights amounting to less than 3 percent of all

voting rights existing on the date of the general meeting of shareholders, or falling between two successive thresholds".

6. (a) Special report by the Board of Directors indicating the specific circumstances in which it may make use of the authorised capital and the objectives it will pursue in so doing.

(b) In article 8, amend four paragraphs:

- Replace Paragraph 4 by the following paragraph: "The Board of Directors may increase the subscribed corporate capital on one or several occasions up to an amount of fifteen billion francs according to procedures established by the Board, either by issuing voting or non-voting shares, by issuing debentures convertible into shares, or with subscription rights or redeemable in the form of shares, or by issuing subscription rights. The increase in capital decided pursuant to this authorisation may be carried out via contributions in cash or via contributions not in the form of cash within the limits permitted by law on companies, or via the incorporation of issue premiums or reserves, whether available or unavailable, with or without an issue of new shares".

Replace in Paragraph 5 by the following paragraph:

"This authorisation is granted for a period of 5 years commencing on the date of publication of this new paragraph of article 8 in the Supplement to the Belgian Official Gazette".

Replace in Paragraph 8 by the date of "May 11, 1990" by the date of "May 14, 1993" and the words "article 8, §2,2" of the Royal Decree of November 8, 1989" by the words "the law on companies", and add at the end of this paragraph the words "and this also in favour of one or several specific persons, who may or may not be members of the personnel of the company or its subsidiaries".

In paragraph 9 add the words "or power" after the word "authorisation".

(c) Insert at the end of article 8 this temporary provision: "The authorisation granted to the Board by resolution of the general meeting of shareholders of May 16, 1988 shall remain in force until publication in the Supplement to the Belgian Official Gazette of the new authorisation hereabove".

In article 9, replace the words "balance sheets" by the words "annual accounts".

In article 10 add the following two paragraphs:

"The company may acquire its own shares, whether voting or non-voting, without a resolution of the general shareholders' meeting, by means of purchase or exchange, directly or through an intermediary acting in its own name but for the company's account, whenever such acquisition is necessary to avoid a grave and imminent danger to the company. This authorisation is granted for a period of 3 years, commencing with the date of publication in the Supplement to the Belgian Official Gazette of the amendment to the Articles of Association adopted by the general meeting of May 14, 1993. This authorisation may be renewed. Within the limits set by law, the company may dispose of shares thus acquired without a decision of the general meeting of shareholders.

The company may demand the repurchase either of all of its non-voting shares or of certain categories thereof, each category being determined by the date of issue".

9. In article 15 replace in paragraph 2 the word "three" by the word "five"; in paragraph 3 the word "two" by the word "three" and in paragraphs 3 and 4 the words "or by telegram or by fax" by the words "by telegram, by telex or by fax".

10. In article 17 paragraph 1, delete the word "Imperatively".

11. Abrogate article 21.

12. In article 23 replace the words "death or resignation of a director" by the words "vacancy of a director's post".

13. Add at the end of article 25 the following paragraph:

"Any shareholder who is a natural person and who has deposited his shares may request that his name not be included in the attendance list, but only if the voting rights associated with his shares amount to less than 0.1 percent, or any other percentage which may be fixed by Royal Decree, of the total number of voting rights existing at the time when the notice was sent or made public. To the shares deposited by a shareholder shall be added, for purposes of the present paragraph, shares deposited by persons related to this shareholder or acting in concert with him under the conditions stated in the law on companies".

14. In article 27 replace the words "in Brussels" by the words "in the Brussels-Capital Region".

15. Replace article 28 by the following text: "Notice of the meeting will be issued in accordance with the formalities prescribed by the law on companies".

16. In article 30 replace in the first paragraph the words "except as concerns amendment of the Articles of Association" by the words "without prejudice to article 32" and add in the second paragraph after the word "per" the word "voting".

17. (a) Replace paragraphs 1 through 4 of article 34 by the following paragraphs:

"From the profits of the business year, plus amounts previously carried forward, will be deducted the amounts necessary to constitute the legal reserve and any other reserves.

From the balance, the general shareholders' meeting may decide to allocate an amount to the remuneration of the shareholders and a portion not exceeding five percent of this remuneration to the Board of Directors, the management and the executive personnel, as well as to the benevolent fund of the company.

Any surplus will again be carried forward".

(b) The former paragraph 5 replace by the date "1992" by the date "1993".

18. Empower the Board of Directors to enforce resolutions adopted and to determine the method of execution thereof. For example, the Board may make formal corrections such as using the words "law on companies" wherever the Company Law Code is mentioned, adapting legal provisions which may be replaced or completed (provided that no nullification may result from failure to carry out such adaptation); deleting temporary provisions when they cease to have effect or renumbering articles.

XXX

The special report of the Board of Directors referred to in item 6 of the agenda is available at Petrofina (Secretary General) as well as at the banks listed below. Persons who can prove that they are holders of bearer shares may therefore consult it and/or receive a free copy.

It should be noted that under article 70 of the law on companies the shareholders' quorum must represent at least half the capital. Failing this, a second meeting, with the same agenda, will be held on May 14, 1993, after the Ordinary General Meeting.

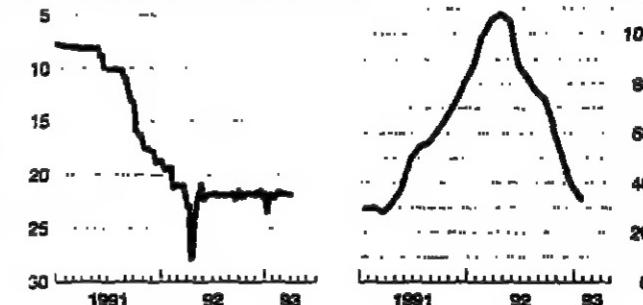
In anticipation of the extraordinary meeting, the holders of bearer shares may deposit their shares until close of business on April 21, 1993 in the following institutions:

Banque Bruxelles Lambert
Générale de Banque CEFER Kredietbank
Banque Paribas Belgique
Banque Nationale de Paris Crédit du Nord
Banque Internationale à Luxembourg
Banque Générale du Luxembourg Commerzbank
Deutsche Bank Dresdner Bank ABN-Amro Bank
Crédit Suisse Swiss Bank Corporation Union
Bank of Switzerland Credito Italiano
Barclays Bank (Fenchurch St., London)

The Board of Directors

Jamaica

Jamaican \$ against the US\$ (US per US\$)



Source: Bank of Jamaica, Statistical Digest

Inflation (%)

5

10

15

20

25

30

35

40

45

50

55

60

65

70

75

80

85

90

95

100

105

110

115

120

125

NEWS: INTERNATIONAL

Hata spurns foreign ministry

By Robert Thomson in Tokyo

WHEN THE job of Japanese foreign minister suddenly became vacant yesterday, Mr Tsutomu Hata, leader of a rebel faction in the ruling Liberal Democratic party, was offered the chance to sit at the top table with the Group of Seven leading industrial nations and turned it down.

Mr Kichi Miyazawa, the prime minister, turned the need to appoint a foreign minister into a great opportunity to embarrass a political rival, as Mr Hata glumly explained that his role in a domestic political reform campaign was more important than the ministerial post.

After Mr Hata turned down the job, made vacant by Mr Michio Watanabe's resignation yesterday due to failing health, Mr Miyazawa offered it to another member of the Watanabe faction, Mr Kubun Muto, 66 - a former minister of international trade and industry and Mr Watanabe's recom-

mended successor.

Prime Minister Miyazawa knew that Mr Hata, highly regarded by the public, would agonise over the decision, as Japan is to chair the G7 this year. Mr Hata would have been host to a meeting of foreign and finance ministers next week to discuss Russia, and taken a leading role in preparations for a July summit.

Mr Watanabe, 69, was admitted to hospital yesterday suffering from a "cold and over-work". It was the third time in a year he has had to seek hospital treatment, and he conceded that he was not fit enough to cope with a tough schedule in coming months.

The loss of Mr Watanabe will be a blow to Japanese foreign policy, as he is regarded a powerful operator within the ministry, capable of forcing the bureaucracy to react quickly. A European diplomat said: "Mr Watanabe was a man who could get things done, but I'm not sure the same could be said about his successor."



Kubun Muto: offered the job as Japan's foreign minister at 66

Rising yen adds urgency to 'post-bubble' restructuring

Robert Thomson on a 10 per cent appreciation in Japan's currency

WHEN the yen surged in recent days, the first shout of pain came from Japan's ruling Liberal Democratic party. It apparently second-guessed industry concerns by suggesting that the yen's strength would be high on the agenda for the Group of Seven industrialised nations.

With G7 countries more concerned about the trouble than the yen, the LDP idea was quickly rejected by Japan's ministry of finance and the Economic Planning Agency, and even by export industries, which have shown surprising calm as the yen has hit post-war highs each day on foreign exchange markets.

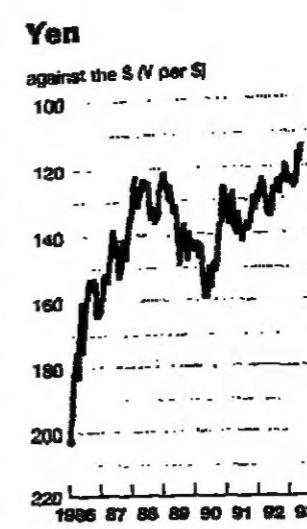
The Japanese currency has appreciated 10 per cent against the dollar since mid-January, and the trend has gathered momentum over the past week, prompting the Bank of Japan to intervene in the Tokyo foreign exchange market last Friday and on Monday to support the dollar.

By the reckoning of the EPA, a 10 per cent yen appreciation will lead to a 0.48 per cent contraction in gross national product. But it will also lead to a 1.3 per cent fall in consumer prices, thanks to lower costs for imported commodities.

In the short term, the EPA expects the current account surplus, a record \$117.6bn (\$82.5bn) last year, to rise, but higher export prices should mean a longer-term fall in the surplus.

The yen-dollar rate is of most concern to Japanese companies reliant on trade, as about 80 per cent of export contracts and 83 per cent of import contracts were denominated in dollars last year. But the Bank of Japan apparently intervened, not out of concern for the impact on these companies, but more because the bank wanted to stop what it saw as an unhealthy surge of speculative interest in the yen.

Mr Yasushi Mieno, the bank's governor, reflected the desire for calm when he said "exchange rates should reflect the economic fundamentals of a country and be stable". Given that Mr Mieno expects a Japanese recovery will come late this year, he saw the volatile movement of the yen, which hit Y113.30 to the dollar on Monday, as way out of line with the fundamentals.



Source: Datastream

on Monday, as way out of line with the fundamentals.

For most Japanese manufacturers, yen appreciation is another reason to intensify restructuring programmes begun after the currency's sharp rise in the mid-1980s, inspired by the Plaza Accord in September 1985. Companies are relatively calm because the Y110 level was looming six years ago. Then the dollar rate hit Y120.45 and suddenly retreated, easing the pressure on export industries to find cheaper sites elsewhere in Asia.

The yen weakened until April 1990, when it reached a low of Y160.35, and began an ascent that continues. Curiously, the year 1990 also marked the low point, \$35.78bn, for the current account surplus, which more than doubled in 1991 and rose another 61 per cent last year, prompting US

officials to call for another strengthening of the yen.

EPA officials say the "bubble economy", the speculative excesses and rapid spending growth of the late 1980s, is to blame for the contradictory figures during that period - weaker yen, lower surplus, instead of the other way around. The bubble era also distorted the investment decisions of manufacturers, who had record increases in profits and miscalculated on forecasts for domestic demand, the cost of capital and return on domestic investment.

The result was that car and electronics manufacturers who should have put more low-cost factories in Thailand and southern China instead placed them in Kyushu, the southern island of Japan.

Manufacturers are stuck with high production costs and excess capacity at home, leaving them with an operating profit margin of less than 3 per cent for the year ended in March. In 1986, after the "yen shock" of the Plaza Accord, the average profit margin was 3.2 per cent, while the oil-shock affected low of 1975 was 4.5 per cent.

Mr Yutaka Sugiyama, an Asian region specialist at UBS Securities, said manufacturers could easily increase production capacity in south-east Asia at the expense of their domestic facilities. "But the question they must confront is what production are they going to leave for their workers in Japan? These foreign plants are, technically, very capable, but the companies have to find something for their workers to do."

Industry looks abroad again to cut costs

THE relentless rise of the yen against the dollar has presented large sections of Japanese industry with a significant obstacle to recovery.

Exporters, such as motor vehicles, electronics and industrial machinery manufacturers which have drawn up business plans for the first half of the fiscal year at a currency rate closer to Y115-Y120 to the dollar compared with the Y114.23 at which it closed yesterday, are staring at the prospect of substantially reduced revenues if the trend continues.

Pioneer, the audio-visual manufacturer, says that it loses about \$800m with each Y1 rise in the yen's value against the dollar.

In addition to lower dollar-based earnings, the impact of the yen's rise is already being reflected in some areas in the reduced cost-competitiveness of Japanese industry.

Japanese vehicle manufacturers, for example, saw their share of the US market eroded in March by the need to raise prices to deal with the yen's rise. Sales of imported Japanese cars in particular fell 13.2 per cent.

Ishikawajima-Harima Heavy Industries says that customers are becoming less willing to pay for its ships in yen as they have traditionally done. "If Japanese manufacturers insist on yen-based payments, orders may go to the Koreans," an IHI representative says.

The adverse impact of the higher yen is thus focusing the minds of Japanese corporations on speeding up measures to cope with lower export revenues and reduced cost competitiveness.

Companies talk of accelerating the transfer of production overseas, greater efforts to procure components locally where overseas production exists and a possible rise in imports of foreign products which are more cost effective than domestic products.

The lessons of the previous period of *endaka*, or high yen, in the mid-to-late 1980s have already led most big companies that depend on exports to a large degree to move manufacturing overseas.

Sega, the video games manufacturer, says that 80 per cent of its video games sold overseas are also manufactured overseas. The company is able to offset the impact of a weaker dollar by the fact that 50 per cent of dollar-based revenues go towards dollar-based payments.

However, the trend to shift manufacturing outside of Japan is likely to see a renewed surge with the further rise of the yen, with China and

Michiyo Nakamoto
on company views

other low-labour-cost areas increasingly popular choices for investment.

Aiwa, which already manufactures 65 per cent of its products overseas, says that if the Japanese currency continues to strengthen it will have to consider moving more production out of Japan.

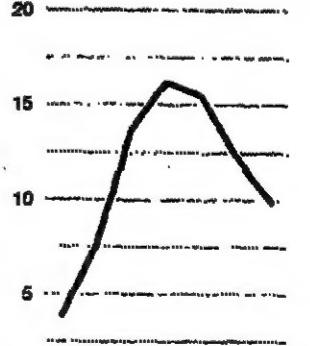
Chiyoda, the plant manufacturer, produces 60 per cent of its components used in overseas manufacturing locally, but believes it will have to raise that level further.

Meanwhile, the yen's rise could trigger a greater willingness to look overseas for components which raise companies' cost competitiveness at home.

IHI said yesterday it would increase the proportion of imported components in its aircraft engines from 50 per cent to 70 per cent in an effort to reduce costs.

These measures will no

Overseas direct investment by Japanese manufacturers



Source: Ministry of Finance

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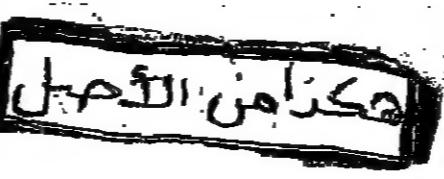
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Patten defends Hong Kong democratic reforms

By Robert Mauthner,
Diplomatic Editor

MR CHRIS PATTEN, governor of Hong Kong yesterday defended his much-maligned democratic reform proposals for the colony by indicating that they were part of "the minimum values" which Britain could not honourably abandon.

In a speech to the Royal Institute

of International Affairs in London, Mr Patten said a credible though not necessarily completely democratic Legislative Council (Legco) was part of "the framework of the rule of law" to which both Britain and China had subscribed in their 1984 Joint Declaration.

"The minimum value that we should hold on to is that the last election under British rule (in Hong Kong) should be clean and fair and

not rigged. Should we allow the bottom line to be moved every time people disagree with us?"

In spite of his attachment to bottom lines, however, the governor said Britain did not want to impose solutions on the Hong Kong people which they did not themselves favour.

"Our position remains as it was. We don't wish to go further than the people of Hong Kong wish to go.

but also not less far than they want."

He also continued to adopt a flexible attitude towards the Chinese government and professed to be puzzled by Beijing's refusal to hold early face-to-face talks with Britain.

There was no disagreement between the two sides that the talks should be between the present and future sovereign powers in Hong

Kong, Britain and China, nor was there any dispute over holding them in Beijing. As far as Mr Patten was concerned, they could start "this afternoon."

The governor was well aware that such talks would be "extremely difficult indeed." Nevertheless, they would offer the Chinese the opportunity of explaining "what they would like to do about the 1994 and 1995 elections (for district

councils and the legislative council)."

"I hope that talks can start very soon and in a spirit of sincerity by both sides," Mr Patten said.

However, if the Chinese did not agree to direct talks, his proposals for democratic reforms would be put to Legco. Mr Patten once again declined to fix a deadline for submitting the reform plan to the council.

S Korea to probe chaebol power

By John Burton in Seoul

THE South Korean government said yesterday it will investigate unfair trading practices by the country's large conglomerates, or *chaebol*.

The announcement by Mr Han Lee-hun, the chairman of the Fair Trade Commission, indicated that the new government of President Kim Young-sam will use anti-trust laws as its main weapon to curb the economic power of the *chaebol*.

In a meeting with senior officials from the country's 30 largest *chaebol*, Mr Han explained that the *chaebol* had grown too large and diversified to compete effectively abroad and that their dominance of the domestic economy prevented the growth of small and medium businesses.

He also criticised the ownership structure of the *chaebol*, which are usually controlled by one family. The government is likely to impose new inheritance and gift taxes to dilute family ownership.

The goal of the government's *chaebol* policy will be to force the conglomerates to rationalise their operations and concentrate on a few core industries. Some *chaebol*, such as Hyundai and Samsung, now have 40 or 50 different businesses.

The government has already imposed restrictions on cross-shareholdings and debt payment guarantees among *chaebol* subsidiaries to weaken the links between them.

Mr Han, a former economic adviser to President Kim, said the government will now investigate internal trade practices among *chaebol* subsidiaries that he alleges inhibit fair competition.

Internal trading within *chaebol* groups reduces the ability of small businesses to sell products and services to the conglomerates.

The FTC estimates that internal trading accounts for 21 per cent of purchases and 16.9 per cent of sales among the *chaebol*.

Pakistan's prime minister faces toughest political test

WHEN Prime Minister Nawaz Sharif came to office two and a half years ago, he was seen as a strong leader who would survive the intrigues of Pakistani politics and complete his five-year term of office, unlike two predecessors who were sacked at mid-term.

Believed to be a protege of Pakistan's powerful president, Mr Ghulam Ishaq Khan, and politically influential army generals, Mr Sharif brought a new agenda of economic reforms. However, new rifts within the cabinet and signs of a strained relationship with the president have raised concerns over the prime minister's ability to carry on.

Yesterday, dissent deepened with the resignation of the minister of state for economic affairs, Mr Sardar Assef Ahmed Ali. Mr Ali, the fourth cabinet minister to quit within a week, accused Mr Sharif of incompetence in handling foreign policy and the economy.

He said there had been a "wide front failure" in foreign policy which had isolated the country from the world, and charged the government with failure to clamp down on alleged terrorists who had come to Pakistan from other Islamic countries. Mr Ali accused Mr Sharif of failing to revive the economy - a charge which hit at the heart of the prime minister's political agenda, and at a sensitive time with the budget deficit expected to exceed the government's target by a wide margin.

Some senior officials saw the

Cabinet rifts and a strained relationship with the president are weakening Mr Sharif, writes Farhan Bokhari

recent departures as creating the most difficult crisis of Mr Sharif's political career.

The previous ministerial resignations, as well as that of a federal government adviser, were in protest against nomination of Mr Sharif by supporters as president of the ruling Pakistan Muslim League, in an effort to strengthen his position.

In addition, the provincial finance minister of the North Western Frontier Province who was seen as the prime minister's protege was sacked last weekend by the chief minister, a supporter of the president.

The latest rift began in January, when the president set aside Mr Sharif's advice and appointed General Abdul Wahab as chief of army staff, one of the most powerful positions in a country ruled by the military for more than half of its independent existence since 1947.

The president has the power to appoint the army chief

through powers under the eighth constitutional amendment introduced by the late military dictator, General Zia ul Haq, which also enables the president to dissolve the national assembly and call fresh elections in the national interest.

Mr Khan used that power to dismiss Ms Benazir Bhutto's government in 1990 on charges of corruption.

"The general's appointment brought simmering differences out in the open," said one senior official.

In response, Mr Sharif announced his intention to change the amendment, giving more powers to his office.

"If you really want to establish the authority of the parliament and respect to the mandate given to the prime minister, the eighth amendment will have to undergo a change," he said.

President Khan responded by saying it was his duty to defend the constitution of which the amendment was a part. Cabinet ministers close to Mr Sharif said privately that the prime minister had become frustrated as he found the constitution undermining his authority.

The governors and chief ministers of at least three of the four provinces as well as some senior bureaucrats loyal to the president, were subverting Mr Sharif's authority by maintaining direct contact with the presidency, they added.

The prime minister wants to take charge and press ahead

with his plans, but is just not able to do so in the present set-up," said one official close to Mr Sharif.

After last week's build-up of dissent, Mr Sharif was told by cabinet ministers that he must end confrontation with the president. In response, he held a 90-minute meeting with Mr Khan, and shortly afterwards announced that his government would back the president for a second term in office, in presidential elections due in November. Privately, some officials admitted, the prime minister had assured the president that he would not press ahead with his plans to repeal the 8th amendment.

Although officials close to Mr Sharif say that the differences with the president have been resolved, dissidents within his party are trying to gather support for a vote of no confidence. So far, prime ministerial aides are confident that the dissent will not broaden to the extent that Mr Sharif would lose his majority in parliament.

However, an aide to one of the dissidents said, "It doesn't take long for dissent to spread, especially when elected members fear that if they don't get rid of the prime minister now, they may all have to pack up and go home after the assemblies are dissolved."

However, most diplomats believe Mr Sharif will continue in office because of support from his home province, the Punjab - where he was chief minister - and because there are few alternatives.

The two hijackers who forced a China Southern Airlines Boeing 757 carrying 204 people to Taiwan yesterday are taken away by police at Taipei's main airport. The men, armed with pistols, had stormed the cockpit of a Beijing flight bound for the southern Chinese city of Shenzhen. The aircraft returned to China, but the hijackers, who asked for political asylum, remained in custody.

Victoria seeks to trim deficit

By Kevin Brown in Sydney

THE CONSERVATIVE government of Victoria, Australia's second most populous state, yesterday announced 17,900 public sector redundancies in a tough economic statement designed to narrow the state's budget deficit.

The redundancies, to be implemented by June, follow the loss of more than 14,000 public sector jobs since the conservative Liberal/National party defeated the former Labor government in October.

Mr Alan Stockdale, state treasurer (finance minister), also announced a \$A247m (£121m) tax increase and spending cuts of \$A731m by June 1995, bringing total spending cuts since the election to \$A1.2bn.

Mr Stockdale said the cost of the redundancies would raise the 1992-93 budget deficit to \$A2.45bn from \$A2.345bn, compared with \$A1.6bn last year. He said the budget would return to surplus in 1994-95.

Mr Stockdale said harsh measures had been forced on

the government by the financial profligacy of the former Labor government.

"I think people realise that there is no choice. If we defer dealing with the mess that the Labor party left behind, then in two or three years' time the spiral of debt that follows from the deficit will force us to make even bigger cuts," Mr Stockdale said.

Most cuts will fall on health, social and education services, in growing demand due to the sluggish economy and industrial restructuring.

We've been baked in the Gulf, drenched in the North Sea and frozen in Alaska.

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We don't mean to complain; we're extremely grateful to have been involved in many of the key oil discoveries of the twentieth century so far. But take three of the most famous.

If you were to stick pins in a map of the world, you couldn't pick three more dangerous, inhospitable and downright inconvenient places on earth to explore and drill for oil. Persia at the turn of the century was a virtually lawless land and work was continually delayed

by heat-stroke and sickness. The drinking-water was, according to one of our engineers, "best described as dung in suspension".

Alaska, meanwhile, was "a mean, nasty, unforgiving place to work", according to one geologist. The tundra freezes to concrete in winter and thaws into a sponge-like prairie in summer.

Beneath is the permafrost, so-called because it is permanently frozen to a depth of 300 metres.

A pretty conundrum for

those charged with building 380km of pipeline across it.

Successfully completed, the trans-Alaskan pipeline remains one of the greatest

As one skipper put it: "There's nothing quite as vile as the North Sea when she is in a temper."

Admittedly we've been a little more fortunate with our latest discoveries. In the mountains of Colombia and the waters of the Mexican Gulf where we only have the occasional hurricane to contend with.

Nevertheless, is it too much to ask that the next time we strike oil, the gods could exercise a bit more restraint...?



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feats of engineering ever undertaken. The same can be said of our North Sea platforms. Taller than Big Ben, these have to withstand hurricane force winds and 15 metre waves.

Ford of Britain reduces prices and dealer margins

By John Griffiths

FORD of Britain yesterday cut prices of its new Mondeo car range by an average of 6 per cent in response to fleet buyers' criticisms that it was too expensive.

Ford announced other cuts in prices and dealer margins on the eve of the launch of Rover's 600 model.

Motor industry analysis, led by Prof Garel Rhys of Cardiff Business School, see the cuts as marking the end of Ford's long-standing ability, as UK market leader, to set the framework for competition in the new car market.

The company is cutting up to 10 per cent on its Granada/Scorpio range of executive cars and about 5 per cent on Escort and Fiesta models.

With the exception of the Mondeo, the prices customers will pay are unlikely to change much, because Ford also cut dealer margins on all cars to 10 per cent from the customary 16 per cent to 17 per cent.

Most dealers have been giving discounts of at least 10 per cent so all the price realignments have done is reduce their room for manoeuvre.

The Mondeo price cuts will be passed on to customers, because dealers have had only

a 10 per cent margin on them from the start of sales.

Ford said last night the lower prices would apply to all existing orders. Customers who had taken delivery of cars at the higher "introductory" prices would be reimbursed.

Although the Mondeo price reductions average 6 per cent, there are wide variations. For example the 1.6LX 5-door Mondeo, expected to be one of the biggest-selling fleet cars, from today costs £11,835 instead of £13,080 - a reduction of nearly 10 per cent. The 2 litre Ghia five-door drops by only 3½ per cent, to £17,450 from £18,080.

Mr Ian McAllister, chairman of Ford of Britain, attributed the move to changes in company car taxation in last month's budget. From April 6, 1994, tax assessed on company cars will be based on a simple percentage of manufacturers' retail list prices.

Critics pointed out at its launch two weeks ago that some Mondeo models were £1,500 dearer than their closest Vauxhall Cavalier rivals.

This did not stop Mondeo coming sixth in the list of best sellers last month, despite being on sale for only a portion of it. Some 5,700 were registered.

Ford's announcement co-

incided with statistics showing new car registrations up in March for the sixth consecutive month, lifting the new car market 11.58 per cent higher in the first quarter than a year ago.

Doubts continued about whether the recovery is as strong as it appears, and the extent to which the statistics are inflated by manufacturer-inspired market-boosting tactics, such as large-scale registering of dealer "demonstrators" for which there are no final buyers.

These doubts were reinforced by the sharp contrast between the car market rise and a fur-

ther drop in registrations of commercial vehicles, also announced by the Society of Motor Manufacturers and Traders yesterday.

Van, truck and bus registrations fell by 11.75 per cent from the already severely depressed levels of a year ago and the market was 5.36 per cent lower in the first quarter than in the same 1992 period.

The Brake and Clutch maker, a subsidiary of the BBA group, said it was "seeking to establish the basis on which it (AP) can make further supplies available, thus safeguarding continuity of Leyland Daf's production". About 3,500 jobs are at stake.

Shake-up of business practices put forward by Labour

By Alison Smith

AN OVERHAUL of British business practice was put forward by the opposition Labour party yesterday as the only way to reverse the UK's manufacturing decline and forge a path for industry into the next century.

Among Labour's main suggestions are proposals for channelling more investment into industry through building societies and pension funds, tax incentives for companies, reform of takeover law to bring greater stability and representation of employees on company boards.

The overall aim of the plans in the paper, *Making Britain's Future*, is to develop a longer-term approach to investment, in contrast to what Labour sees as the "short-termism" of the City and the pursuit of growth through acquisition.

Mr John Smith, Labour leader, emphasised that there would be consultation over the coming months as the document is discussed with business, industry, professional associations and trades unions. "Our aim is to reach the maximum consensus on the most successful way forward for British industry," he said.

The post-consultation version will be presented to the party conference in 1994, and will form the basis of Labour's industrial policy at the next election.

While the paper includes some familiar Labour proposals, such as a training levy on companies which do not invest in skills, it also contains a shift in mood. The emphasis is on the government's allowing and encouraging change rather than legislating to enforce it.

Mr Robin Cook, shadow trade and industry secretary, said that the rescue of companies in trouble was only a minor part of government industrial strategy, which was about "promoting success".

Following up the paper's condemnation of the Tories for lack of commitment to manufacturing, in spite of their change in rhetoric, Mr Smith expressed scepticism at recent ministerial pronouncements that the economic recovery was under way. "The test that we will be applying is: does unemployment come down?"

Mr Anthony Nelson, a junior Treasury minister, dismissed Labour's programme as a repackaging of the "meddling and muddling".

Sir Michael Angus, chairman of the Confederation of British Industry - the employers' organisation - welcomed the prospect of discussion on the positive aspects of Labour's plans but warned that there was no reason to think that ideas previously unacceptable to British business, such as employee directors, would be well-received now.



Tyneside shipyard workers gathered yesterday to watch the latest launch by Swan Hunter, hoping it will not be the last in north-east England's centuries-long shipbuilding history, writes Chris Tighe.

TYNESIDE shipyard workers gathered yesterday to watch the latest launch by Swan Hunter, hoping it will not be the last in north-east England's centuries-long shipbuilding history, writes Chris Tighe.

HMS Richmond, a Type 23 frigate (right), is the last ship to be launched in the current order book of Swan Hunter, itself the last shipbuilding company in a region which, in the years at the turn of the century, often produced two out of every five ships built in the world.

Following yesterday's launch, Richmond joins her sister ships Westminster and Northumberland for fitting out on the Tyne. All three will have been handed over by the end of 1994.

The future of the Tyneside company as a shipbuilder hangs on its bid for a Ministry of Defence helicopter carrier, an order worth around £170m, for which it is fighting Barrow-in-Furness-based VSEL.

The government confirmed last week that the order, described by Swan Hunter as "absolutely critical" to the company, will be placed later this year.

Ship launches have long been a cause for celebration on Tyneside. The launch of the Duchess of York in 1928 (left) from Palmers in Jarrow was just one of hundreds of days when crowds turned out for the spectacle.

Swan Hunter, founded in 1874, has launched more than 400 warships. Its passenger ships include the Mauretania.

Mr Roger Vaughan, joint chief executive, said launch days were always big occasions but yesterday's was special. "The uncertainty over the helicopter carrier programme has gone," he said. "We're setting out to win the battle to build it, to secure the future of Swan Hunter and its workforce."



One of the less popular views of Spain.

Northern Spain is a bonus to travellers who thought they'd seen everything

Spain had to offer. In the regions of Galicia, Asturias, Cantabria and the Basque Country, you'll find a pleasant surprise around every corner

• Villages nestle in deep, lush valleys against a perpetual backdrop of mountains

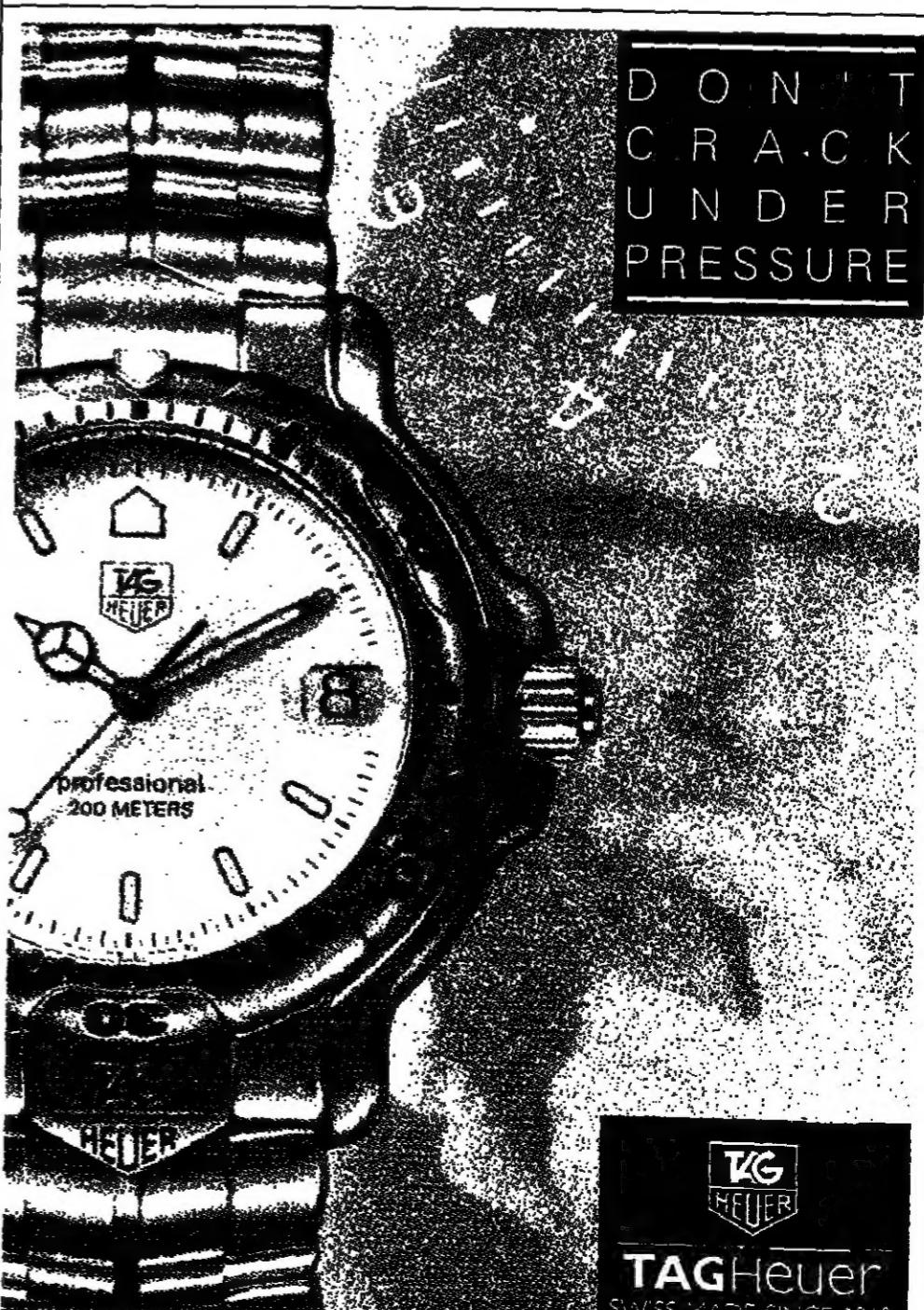
• But that's the real beauty of "Green" Spain. The daily discovery of hidden gems, be it prehistoric caves at Altamira, or the uncannily orange sunset in Naranjo de Bulnes

• For the occasional glimpse of the ocean, simply take the nearest wooded valley to the coast.

And watch the fishing boats returning with your supper • It's at times like these you'll see Northern Spain in its real colours.



*
ESPAÑA
Passion
for life



BUSINESS AND THE ENVIRONMENT

The environmentally conscious consumer faces a mind-boggling array of choices just pushing a trolley down the aisle of a supermarket. Forced to make a decision between non-phosphate and normal detergent, recycled or ordinary toilet paper and an array of other goods, an ecologically-minded shopper may wonder whether the "green" product is worth the extra money, and if it poses a tangible environmental benefit.

Retailers and manufacturers are often as confused as their customers. Anxious to capitalise on growing ecological awareness, they are uncertain about the best way to present "green" goods to buyers.

Despite the confusion, some trends are emerging. Companies ignore the surge in environmental awareness at their peril, researchers say. Market studies by consulting groups such as EJF Associates and Environmental Research Associates indicate that younger generations, the consumers of the future, are more environmentally conscious than other segments of the population.

"In our survey of adult consumers, 16- and 18-year-olds were far more willing to spend money on ecological products than other segments of the population," says Anthony Casali, president of the Environmental Research Associates. "This, in addition to the growing awareness of older generations, means that the market for green goods will explode over the next few years."

Even high-priced items such as cars and computers are being hit by ecological fever. The Environmental Protection Agency will soon start to hand out "green" labels for computers using less electricity, and BMW, the German car-maker, has been running advertisements based on its CFC-free car air conditioners.

The new environmental awareness does not mean, though, that companies can charge whatever they like for green products. "We tested purchasing patterns for a whole range of environmentally sensitive goods, and found that consumers were willing to pay more for only 6 per cent of the items," says Casali. "Of those 6 per cent, most were detergents and soaps."

Given shoppers' willingness to pay higher prices for green detergents, it is perhaps surprising that manufacturers in this category have been among the most innovative in finding ways to slice costs.

US detergent manufacturers are beginning to offer consumers cheaper refill packages, which do not contain the plastic spoons and other goodies supplied with many products. The ecological argument is that the refills eliminate solid waste by reducing unnecessary

Victoria Griffith examines the fickle purchasing patterns of green consumers

Changing colours



"WE ONLY ACCEPT RECYCLED MONEY."

packaging. They also save consumers money, and this probably accounts for their wide appeal.

The office products chain Staples has found out first-hand how unwilling many shoppers are to pay more for recycled goods. "Sales of our recycled products have declined in proportion to overall sales," says David Graham, head of paper buying for the store.

He blames the decline on the high prices of recycled paper. "Manufacturers have been charging us more for recycled paper goods, and we've been forced to pass that on to the consumer. Clearly, shoppers are still very price sensitive when it

comes to buying green products."

There is always the exception to the rule, though. Ecological boutiques, for instance, still command high mark-ups on environmental products, although market researchers point out that the segment of the population frequenting these stores is small. "The people who buy at these stores tend to be highly motivated green shoppers," says Casali. "They also tend to be more externally motivated than people buying green products at the supermarket. They may truly be concerned about the environment, but they are also buying into the image of the store. Carrying around

a shopping bag from boutiques like The Nature Shop and the Body Shop makes a statement."

Edward Flesch, principal of marketing consultants EFG Associates, believes the long-term trend will be away from the boutiques and towards the mainstreaming of ecological goods. "The large retail stores will not allow this business to be taken away from them," says Flesch.

The boutiques, not surprisingly, disagree. "When consumers buy products at the Body Shop, they know they're advocating an entire environmental philosophy," says Robert Triesus, group spokesman.

Whilst boutique marketing may work for certain stores, larger retailers say they will stick to an integrated approach in promoting their own green goods. "We tried separating products out into an 'ecological section' to create a green boutique within the main store," says Graham. "But that was very unsuccessful. Buyers seem to prefer to see the products on the shelves with the regular items."

However green products are marketed, consultants urge their clients to ensure that the goods actually provide the environmental benefit promised. Retailers and manufacturers are concerned about a possible consumer backlash as companies climb on the ecological bandwagon indiscriminately.

One New York furniture store, for instance, recently touted sofas covered with unbleached muslin as ecologically sensitive. Since natural dyes can be used with no harmful impact on the environment, some activists questioned the green credentials of the product. More serious, perhaps, are findings that US paper products labeled as recycled may contain mill waste, rather than post-consumer waste and therefore be no more green than other paper products.

"We are very concerned about a possible consumer backlash if companies are not more responsible," says Edward Fuescher, environmental director at Smith & Hawken, an ecologically oriented retailer of gardening products. US retailers are calling on the Environmental Protection Agency to set standards for green labelling to help address this problem.

A few countries, such as Canada, already have environmental labelling laws in effect. Although companies may not have sorted out all the problems involved in environmental marketing, it seems the trend toward green retailing is here to stay. As time goes on, stores are likely to become increasingly aware about the presentation and pricing of ecological goods. Confusing as it may be, it is not only ecologically responsible, but extremely lucrative.

Leyla Boulton samples Russia's contaminated supplies

about production, they are not concerned about water treatment systems," complains Alexei Yablokov, a leading Russian environmentalist and adviser to President Boris Yeltsin.

He notes that although air pollution fell by 12 to 15 per cent last year, with a 20 per cent drop in industrial production, water pollution increased. The country's first annual survey on health and the environment found that, in 1991, a quarter of water pipes connected to Russian homes and a third of those to institutions delivered water that were "insufficiently cleaned".

The former Soviet Union already

has a system of fines for pollution,

but many enterprises still find it

more profitable to pay the fines

and acquire clean technology.

Again Dangard, the former

head of France's waste disposal

agency and now an international

consultant on water and mining,

says the west should be ready for

"imaginative co-operation" with

local authorities on overhauling

water and sewage systems.

"It is not just a question of

money, but of technology transfers,

and institution-building.

There is a need to multiply model

successes of co-operation to set an

example," he says. But an immediate priority is to ensure that new industrial projects do not add to

existing problems.

"One needs to clean up sources

of pollution but one cannot clean

up water quickly. The main priority

is that any new industrial con-

tracts should involve clean tech-

nology. Allowing new investment

which pollutes would be suicidal."

Many of the problems are taking

place outside Russia's borders,

aggravated by the break-up of the

Soviet Union. Ten days ago the

five Central Asian states and Rus-

sia met to draw up a programme to

join efforts in combatting the

Aral Sea disaster. The sea is dry-

ing up because it has been used to

irrigate the cotton monoculture

imposed on Central Asia by Soviet

industrial planners. But Russia,

having abandoned a Soviet-era

project to divert Siberian rivers

towards Central Asia, is unlikely

to put a nightmare which is tak-

ing place beyond its borders near

the top of its list of spending pri-

orities.

WORLDWIDE WATER

An unhealthy drink for a nation

Leyla Boulton samples Russia's contaminated supplies



With three-fourths

of its surface water

unfit to drink, and

a third of the

underground

water supplies con-

taminated, water

is a prime victim

of decades of abuse

of Russia's envi-

ronment. There is no shortage of

horror stories about what the

leading western expert on

ecology and health of the former Soviet

Union, Murray Feshbach, has

termed "water torture". For ex-

ample, Lake Baikal, a natural won-

der, is under threat from indus-

trial plants set up under the

Soviet system of putting output

targets before the quality of life.

The latest horror to surface is

described in an official report pub-

lished last week which says that

the navy has for the past 30 years

dumped radioactive subma-

rials and waste into Russia's northern

seas - with untold conse-

quences for the ecosystem.

But today it is the more mu-

nificent problems of industrial pol-

lution and ageing water treat-

ment systems that pose a direct threat

to the health of Russians.

In Siberian oil fields, oil from

leaky pipes is seeping into the

ground and rivers. The Kuzbas

mining region is pouring coal-min-

ing waste into the Tom River, poi-

soning water for cities down-

stream.

In most Russian cities, sewage

systems are decades old and are

mended on a haphazard basis. Pol-

lions such as phenol, dioxins and

DDT, strictly policed in the west,

are found in abundance in the riv-

ers of the former Soviet Union.

Economic and political crises

are forcing important environmen-

tal and health issues such as

the state of the nation's water sup-

plies to take a back seat. Priorities

such as economic reform, shoring

up industrial output and paying

for grain imports mean there are

simply neither the resources nor

the political will to clean up the

country's water.

"When enterprises are being pri-

vatized and people are worrying

to be attracted . . . We need to

introduce payment for water and

enforce payment for pollution."

But there is no likelihood of

authorities making people pay for

clean water in the near future.

When market reforms have caused

living standards to plunge, most

people cannot afford to pay more

than the presently symbolic water

charges. Nor would the politicians

try to make them do so.

The former Soviet Union already

has a system of fines for pollu-

tion, but many enterprises still find it

more profitable to pay the fines

and acquire clean technology.

Again Dangard, the former

head of France's waste disposal

agency and now an interna-

tional consultant on water and min-

ing, says the west should be ready for

"imaginative co-operation" with

PEOPLE



Marjorie Scardino, president of The Economist in North America since 1985, has been appointed chief executive of The Economist. She succeeds David Gordon who becomes chief executive of ITN.

■ Ron Pollard, the dozen of odds-setters who was with Ladbrokes for 20 years, has joined IG INDEX as a consultant.
■ Geoff Ellis has been appointed finance director and director of commercial affairs at CIC (UK).
■ Christopher Lister, formerly marketing director at a John

Brown subsidiary, has been appointed sales and marketing director at Wyseplant, a P&O company.

■ Paul Byrne, md of TDG's storage division, has been appointed to the board of TRANSPORT DEVELOPMENT GROUP.

■ David Richards, formerly vice-president of marketing

■ Dale Electric International, the Yorkshire-based power equipment group, has appointed John Savage as a main board director and to the new post of md of Dale Power Systems, its recently-created principal UK subsidiary.

The appointment of Savage is an important step for Dale Electric. Dale Power Systems groups all the main UK businesses in a new functional-based organisation and was formed from three product-based subsidiaries. The reorganisation is aimed at putting the company in the best shape for quick recovery from recession, says Ian Dale, Dale Electric chairman.

Savage, 51, was previously md of the UK subsidiary of Merlin-Gerin, the French electrical products group, for six years and before that held senior positions within various GEC companies.

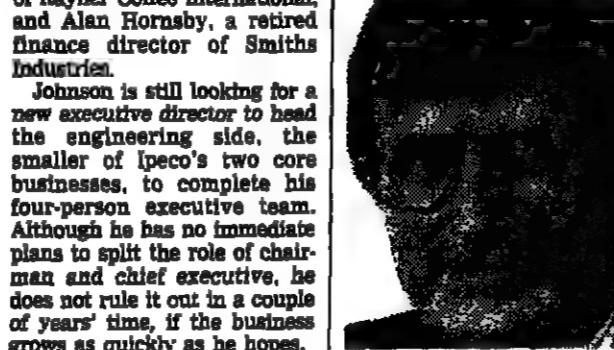
for the UK for LENSCRAFTERS, has been appointed vice-president marketing worldwide.

■ Allan Whitaker has been appointed md of Hydra-Tight, a division of T&N. Whitaker was a founding partner in Bolting Technology which was acquired by Hydra-Tight in 1989.

son acknowledges that his company has not lived up to expectations in the six years since it floated a minority of its shares on the stock market. Its profit have been on a plateau and its share price is still well below the 120p issue price.

One of the problems has been the rather incestuous nature of Ipeco's board, and Johnson was put in charge of reshaping the SDA to prepare for its transition into Scottish Enterprise. Later he made no secret of his doubts about the wisdom of this piece of government tinkering, describing Scottish Enterprise in its early stages as "a morass of complexity" full of "tensions and uncertainties".

The man who originally proposed the idea of creating Scottish Enterprise was Bill Hughes, chairman of Grampian Holdings.



FT CONFERENCES

FINANCIAL INNOVATION
NEW DIRECTIONS FOR THE 90s

LONDON, 28 & 29 APRIL

Arranged jointly with the Centre for the Study of Financial Innovation, this high-level meeting will review the role of innovation in financial services, assess the risks and rewards and examine future trends. Speakers will include: Mr William Rhodes, Vice Chairman, Citicorp; Mr Sam Cross, Former Executive Vice President, The Federal Reserve Bank of New York; Mr John Heimann, Chairman, Global Financial Institutions, Merrill Lynch & Co; Mr Richard Debe, Advisory Director of Morgan Stanley & Co, Inc.; Mr Rei Matsunaga, Deputy President, Japan Center for International Finance; Mr Dennis Keegan, Chief Executive Officer, Salomon Brothers Europe; Mr Michael Fowle, Senior UK Audit Partner, KPMG Peat Marwick; Mr John Grout, Director of Treasury, Cadbury Schweppes plc; Mr Andrew Large, Chairman, Securities and Investments Board and Mr Anthony Nelson MP, Economic Secretary, HM Treasury.

EUROPEAN SECURITY MARKETS - THE WAY AHEAD

LONDON, 10 & 11 MAY

Deregulation of national market-places, abolition of capital controls and development of technology that bypasses rigid market structures, has brought increasing integration of debt and equity markets. This poses challenges for broker-dealers, fund managers and stock exchanges. How will they be affected by these developments and how will they adapt? Speakers include: Mr Peter Baring, Chairman of Baring's plc; Mr John Young CBE, Chief Executive of the Securities and Futures Authority; Mr Helmut-Jürgen Schäfer, General Manager of Dresdner Bank AG; Mr Robert Steel, Partner, Goldman Sachs International and Baron van Ittersum, Chairman of the Amsterdam Stock Exchange.

ASIAN ELECTRICITY

SINGAPORE, 25 & 26 MAY

This topical conference, arranged in association with Power in Asia, brings together senior representatives from governments, utilities and the financial community to discuss the latest policy positions on privatisation in Asia; consider the financing and structuring of power projects and review future fuel choices in the region. Speakers include: Dr Piyasvasti Amranand, Acting Deputy Secretary General, The National Energy Policy Office, Thailand; Mr K Balarama Reddi, Chairman, Andhra Pradesh State Electricity Board; Mr Daniel Ritchie, Director, Asia Technical Department, The World Bank; Mr Daniel Bettembourg, Vice President & Member of the Board, Companhia de Electricidade de Macau and Mr Kenneth Binning, Director of Government Relations, Rolls-Royce plc.

NORTH SEA OIL & GAS

LONDON, 7 & 8 JUNE

The conference will provide a review of exploration and production activity and consider the importance of North Sea assets to energy companies. The prospects and challenges facing operators and contractors in a mature sector will be discussed and the investment outlook assessed.

All enquiries should be addressed to Financial Times Conference Organisation, 102-108 Clerkenwell Road, London EC1M 5SA. Tel: 071-814 9770 (24-hour answering service) Telex 27347 FTCONF G, Fax 071-873 3975 or 071-873 3963.

Neil Hood joins Grampian

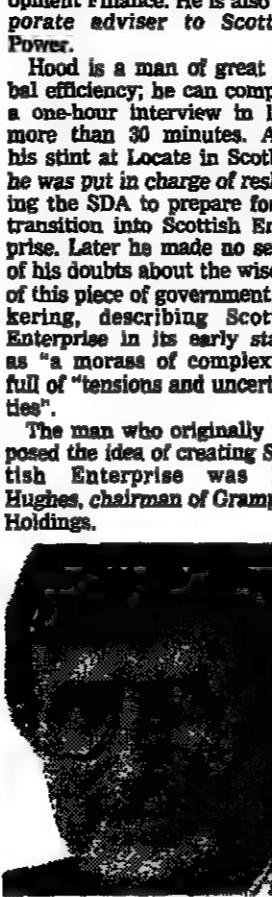
Neil Hood of Strathclyde university in Glasgow is adding to his considerable portfolio. He is to become a non-executive director of Grampian Holdings, the Glasgow-based mini-conglomerate whose interests range from veterinary pharmaceuticals to sporting goods.

Hood, 49, is director of the Strathclyde International Business Unit, and has been professor of business policy since 1979. But he may be best known for his off-campus activities. He is regarded as a marketing strategist of international standing, advising companies and governments worldwide. In the late 1980s he was director of Locate in Scotland, the inward investment bureau at the Scottish Development

He is already a non-executive director at Shanks & McEwan, Kwik-Fit, I&S Smaller Companies Trust (managed by Ivory & Sime, the Edinburgh fund manager) and Scottish Development Finance. He is also corporate adviser to Scottish Power.

Hood is a man of great verbal efficiency; he can complete a one-hour interview in little more than 30 minutes. After his stint at Locate in Scotland he was put in charge of reshaping the SDA to prepare for its transition into Scottish Enterprise. Later he made no secret of his doubts about the wisdom of this piece of government tinkering, describing Scottish Enterprise in its early stages as "a morass of complexity" full of "tensions and uncertainties".

The man who originally proposed the idea of creating Scottish Enterprise was Bill Hughes, chairman of Grampian Holdings.



NOTICE OF MEETING

NOTICE
to the holders of outstanding
FF 495,000,000 5% Equity Notes Due 2003 of
Yves Saint Laurent S.A.

Principal payable in ordinary shares of
Yves Saint Laurent Groupe

This notice is published in connection with proposals made by Yves Saint Laurent Groupe ("YSL"), Yves Saint Laurent S.A. (the "Issuer") and Elf Sandofi ("ES") to amend the terms of the above Notes (the "Notes") in the context of the proposed merger (fusion) of YSL, Elf Sandofi and Yves Saint Laurent Management with ES which will take place following approval by the shareholders of each company given in general meetings to be held at the latest by 17 May 1993. Full details of the fusion and the proposals are contained in an Explanatory Memorandum dated 7 April 1993 (the "Explanatory Memorandum"), copies of which (together with related voting instruction forms) may be obtained from Codet S.A. and Euroclear or any of the Paying Agents (i.e. Elf Sandofi, Yves Saint Laurent S.A. and Yves Saint Laurent Groupe).

A meeting of Noteholders will be held on 29 April 1993 and, if a quorum is not then present, an adjourned meeting will be held on 14 May 1993, at which an Extraordinary Resolution will be proposed to sanction the proposals. The proposals are conditional upon a number of matters as set out in detail in the Explanatory Memorandum. If passed, the Extraordinary Resolution of Noteholders will be binding on all Noteholders and all holders of Coupons relating to the Notes, whether or not present at the relevant meeting or voting on the Resolution.

The proposed amendments to the terms of the Notes provide for the Noteholders to be entitled to be repaid upon redemption of the Notes by delivery of 25 ordinary shares in ES in those circumstances where the Noteholders would previously have been repaid by delivery of YSL ordinary shares in YSL. Such redemption would be at the rate of 1.1424 ES shares (as opposed to 1.428 YSL shares) for each FF 1,000 principal amount of Notes.

NOTICE OF NOTHOLDERS MEETING

Notice is hereby given to the holders (the "Noteholders") of the outstanding FF 495,000,000 5% Equity Notes Due 2003 (the "Notes") of Yves Saint Laurent S.A. (the "Issuer") the principal of which is repayable in certain circumstances in ordinary shares of Yves Saint Laurent Groupe ("YSL") and which are constituted by the Trust Deed referred to below, that a Meeting of the Noteholders will be held at the offices of Yves Saint Laurent S.A. at 7, avenue George V, 75008 Paris on 29 April 1993 at 3.00pm (Paris time) for the purposes of considering and, if thought fit, passing the following Extraordinary Resolution:

That this Meeting of the Noteholders of the outstanding FF 495,000,000 5% Equity Notes Due 2003 (the "Notes") of Yves Saint Laurent S.A. (the "Issuer") the principal of which is repayable in certain circumstances where the Noteholders would previously have been repaid by delivery of YSL ordinary shares in YSL. Such redemption would be at the rate of 1.1424 ES shares (as opposed to 1.428 YSL shares) for each FF 1,000 principal amount of Notes.

(1) approves (on the terms and subject to the conditions contained in the Explanatory Memorandum dated 7 April 1993 (the "Explanatory Memorandum"), a copy of which has been signed for identification by the Chairmen of the Meeting) the fusion of YSL (together with Elf Sandofi and Yves Saint Laurent Management) with Yves Saint Laurent Groupe ("YSL");
(2) amends (subject to the conditions contained in the Explanatory Memorandum) to the modification of the Terms and Conditions of the Notes as printed on the reverse of them and in Schedule 1 to the Trust Deed and to the provisions of the Trust Deed, in each case as set out in the draft Third Supplemental Trust Deed produced in this Meeting (a copy of which has been signed for identification by the Chairmen of the Meeting);
(3) amends every alteration, modification, compromise or arrangement in respect of the rights of the Noteholders and the holders of the coupon relating to the Notes against the Issuer and YSL involved in or resulting from the modifications referred to in paragraph 2 of this Resolution; and
(4) authorises and directs the Trustees to incur in the modifications referred to in paragraph 2 of this Resolution and, in order to give effect to them, forthwith to execute a Third Supplemental Trust Deed in the form of the said draft produced in this Meeting with such amendments (if any) as the Trustees shall require.

The attention of Noteholders is particularly drawn to the quorum requirements set out in "Voting and Quorum" below.

Copies of the current Trust Deed (including the current Terms and Conditions of the Notes) and a draft of the Third Supplemental Trust Deed referred to above are available for inspection at the office of the Paying Agents specified below.

In accordance with its normal practice, the Trustee expresses no opinion on the merits of the proposed resolutions and modifications but has authorized it to be stated that it has no objection to the Extraordinary Resolution being submitted to the Noteholders for their consideration.

1. A Noteholder wishing to attend and vote at the Meeting in person must produce at the Meeting either the Note(s), or a valid voting certificate or valid voting certificates issued by a Paying Agent relating to the Note(s), in respect of which he wishes to vote.

A Noteholder not wishing to attend and vote at the Meeting in person may either deliver his Note(s) or voting certificate(s) to the person whom he wishes to stand on his behalf or give voting instructions (on a voting instruction form obtainable from the offices of the Paying Agents specified below) instructing a Paying Agent to appoint a proxy to attend and vote at the Meeting in accordance with his instructions.

Notes may be deposited with any Paying Agent (or to the satisfaction of such Paying Agent) held to its order or under its control by Codet S.A. or Euroclear or any other persons approved by it, until later than the time and date appointed for holding the Meeting (or, if applicable, adjournment of such Meeting), for the purpose of obtaining voting certificates or giving voting instructions in respect of the Note(s). Notes so deposited or held will be retained until the first to occur of the conclusion of the Meeting (or, if applicable, adjournment of such Meeting) or 48 hours before the time for which the Meeting (or, if applicable, adjournment of such Meeting) is convened against surrender of the voting instructions contained in respect of the Note(s).

2. The quorum required at the Meeting in two or more persons present in person holding Notes or voting certificates or being proxies and holding or representing in aggregate not less than two-thirds in principal amount of the Notes for the time being outstanding (in the Trust Deed). If within 30 minutes from the time appointed for the Meeting a quorum is not present, the Meeting shall adjourn to the same time and place on 14 May 1993. At such adjourned Meeting the quorum shall be two or more persons present in person holding Notes or voting certificates or being proxies and holding or representing in the aggregate not less than one-third in principal amount of the Notes outstanding.

3. Every question submitted to the Meeting will be decided on a show of hands unless a poll is duly demanded by the chairmen of the Meeting, the Issuer or one or more persons holding not less than one-third in principal amount of Notes or voting certificates or being proxies and holding or representing in the aggregate not less than two per cent, in principal amount of the Notes outstanding. On a show of hands every person who is present or produces or represents a Note or voting certificate or is a proxy will have one vote. On a poll every person who is present shall have one vote in respect of each FF 1,000 principal amount of Notes so produced or represented by the voting certificates or produced or in respect of which he is a proxy.

4. To be passed, the Extraordinary Resolution requires a majority in favour consisting of not less than three-quarters of the valid cast. If passed, the Extraordinary Resolution will be binding on all the Noteholders, whether or not present at such Meeting, and upon all the holders of the coupons relating to the Notes.

In accordance with the provisions of the Trust Deed, the form of this notice has been approved by the Trustees.

Yves Saint Laurent S.A.
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7 April 1993

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A

MANAGEMENT

Alister McWilliam's engineers at a factory overlooking Bradford, West Yorkshire, have come a long way since 1989. Then it took them 25 weeks from a customer's first inquiry to develop, make, test and deliver a new design of automotive engine piston.

Within two years they had more than halved the "time-to-market" cycle of their company, AEPP Automotive. By the end of 1993 it will have been halved again, from 12 to six weeks. "None of our competitors can touch that," McWilliam claims. "We've taken a leap past the Germans."

That gives AEPP a global lead, since its two main rivals for the supply of pistons to the world's car makers are both German - one with smaller and declining market share, the other still just ahead of the UK company.

Since Ford, General Motors, Volkswagen, Nissan and the rest are almost all sub-contracting much more piston design and manufacture as they rush to shorten their own "time-to-market" for new cars, AEPP's breakthrough promises a sharp rise in its sales, even before the current automotive slump is over.

In stark contrast with most of British manufacturing industry, that surge is already under way. Last month Bradford's manufacturing team, under director Peter Merchant, brought into operation a fourth high-volume pro-

Technology has cut the time it takes T&N to fill customer orders, writes Christopher Lorenz

A boost to rev up the engine

duction line to help meet the demand from Opel, the German GM offshoot. As from January, Bradford has been the single-source supplier of pistons for the 1.6 litre engines used in Opel's top-selling models, the Astra and Vectra (Vauxhall Cavalier in Britain). This has involved Opel cutting off its previous German supplier.

Their claims are borne out by a senior GM Europe purchasing manager who, from his base at Opel's headquarters outside Frankfurt, was instrumental in taking the single-sourcing decision. "The most interesting thing about T&N, having stagnated in 1992, a 20 per cent rise is projected for 1994, taking AEPP Automotive's total sales to £72m. With unit prices falling, the surge in volume has been much sharper.

"How has Bradford done it? The main driver of our success has been technology. Ten

years ago, we wouldn't have got a German auto engineer to even look at us," says McWilliam.

"Now we're seen as offering not just high-quality volume manufacture, but also innovation," says Bob Bates, who last summer took over the top seat at Bradford when McWilliam moved up to head all the piston products of the parent company, T&N.

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Alister McWilliam (left) and Peter Merchant, the AEPP breakthrough promises a sharp rise in the company's sales

design and analysis process called Rapier (Rapid Analysis of Products by Integrated Engineering Routines).

Developed at Cawston in close collaboration with Bradford, it has been built up steadily to incorporate a string of key features. They include "failure mode effect analysis" which allows engineers to predict problems in both manufacture and product performance and to analyse them before they occur. This has raised

design and production quality sharply and has cut development costs by minimising expensive and time-consuming engine tests.

For the past few months, this process has been linked directly into manufacture through the automated development and production of the machine tool dies needed to make the piston in the factory. Die-making is now organised as part of product engineering, not manufacture.

In parallel with the Cawston-based innovations have come

several generated by Bradford itself, which spends between 6 and 8 per cent of its sales on development. Much of this goes on the application of Cawston's work to specific products and on piston testing, but Bradford has also pioneered new products, manufacturing techniques and even a special aluminium alloy which helps reduce gas emissions from pistons by 10 per cent.

The closeness of Bradford's engineers to their customers was taken a step further last

year with the merger of the previously separate engineering and marketing departments under one director, Brian Ruddy.

He has broken this organisation into a series of "customer focus" teams and task forces. "Putting the different disciplines together is already increasing the engineers' commercial and financial awareness," he says.

Production engineers are still organised separately, although for the past year, McWilliam says they and Ruddy's staff "have been working hard at simultaneous engineering".

With the exception of Bradford's innovation and speed, Bob Bates stresses that "we're not really 'world class' yet". He has set a two-year target of a 10-fold increase in "right first time" quality, and a 20 per cent rise in total productivity - including capital as well as labour.

As part of this, jobs at Bradford will continue to shrink. A decade ago its labour force totalled 1,570. It is now about 850, the latest cut being 100 people since last November.

Beyond that, Bates says: "We've got a lot of work to do on culture change and organisational effectiveness. We're not here to make products, but money."

This concludes a series on R&D management at T&N. Previous articles appeared on March 12 and 17.

Finding the child inside the manager

People need rewarding. Employees have different characteristics, and should be treated differently. To be understood, be direct. To communicate better, try to understand things from the other person's point of view.

Cynics might argue these ego states obscure rather than elucidate - allowing you to say something in a complicated way that can be more easily stated directly. You do not need to invoke parents or children to conclude that if someone is unhappy, you should try to understand their problem.

One such trainer has developed a slightly new way of getting at the old themes. Abe Wagner, a US psychologist, has adapted the principles of Transactional Analysis - a branch of Gestalt psychology - to management. With a bundle of jargon, concepts and psychological chatter he has wood many Fortune 500 companies. Now he is hoping to do the same in the UK.

Last week he told executives from the Department of Transport, the HM Prison Service and Freshfields solicitors to let the natural child in them come out. Wagner preaches that each person is made up of six personality states: the natural child, the adult, the nurturing parent, the rebellious child, the compliant child and the critical parent. The first three of these are helpful states for communicating, and can be used to get all needs met. The second three are all unhelpful - we should learn to snap out of these states ourselves and try to get our business associates to do likewise.

Suppose you have just failed to clinch a sale and find yourself angrily musing about the inadequacies of the potential customer, your sales staff etc. You are in "critical parent" mode. The best way of recognising this, says Wagner, is to speak your thoughts out loud, understand which mode you are in and then allow the logical "adult" in you to take over by giving yourself a pep talk.

Suppose you find one of your colleagues stuck in rebellious

child mode - negative, obstructive and working badly. The worst thing you can do is to play the critical parent by criticising. The best way of stimulating the adult or nurturing parent in them is to behave that way yourself.

The usual tips on how to be a better manager are so blindingly obvious they seem barely worth saying. Yet as most managers seem to disregard such advice most of the time, management trainers can be forgiven for saying the same things over and over again.

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Wagner argues that the ego states give a handy frame of reference and suggest subtle strategies for better communication. If an employee is playing the child by refusing to work on Saturdays, it may be better to be the child too, appealing to their emotions rather than their good sense.

How well these ideas will go down in Britain remains to be seen. Wagner notes that many male managers have a general problem in showing emotion and discussing feelings - "they won't let the natural child out". He suspects that British managers are even more buttoned up than most.

"We as managers have a strong tendency to look and sound like parents," says Wagner. Employees tend to encourage this by playing the child, leading to what he calls "co-dependency".

Managers have to really want to change their ways. "The reason managerial courses don't work is that they are usually used to change someone else." If they really want to change, then anything can be achieved, he argues.

Behavioural studies in the US have shown that unconscious habits can be changed after 21 days of concerted effort. Conscious ones can be changed even faster, he says.

If it is really as easy as that, management trainers might shortly find themselves out of a job.

Lucy Kellaway

MBA numbers on the slide

Has the MBA's surging popularity finally been checked? Preliminary findings from the London-based Association of MBA's suggest the number of students enrolling on UK courses this year has fallen by 10-15 per cent. A clear picture of the underlying trend, though, has yet to emerge.

Roger McCormick, director-general, says the Association has done its "ring round" four times - but is still not satisfied it has "an accurate fix" on what is going on. Business schools can be notoriously secretive with the result that the quality of some of the information may be suspect.

In certain cases the market has clearly collapsed. At one south-east polytechnic, course numbers have fallen from more than 60 to less than 35 in the last two years. But elsewhere there is tentative evidence that administrators may be filling places with poorer-quality candidates than in the past, and that expansion plans

have been shelved. McCormick is wary of concluding that the MBA bubble has burst. He remains impressed by the resilience in recession of the full-time MBA course - which requires participants to leave a job and raise funds to pay for tuition and lodgings - and points out that the setback follows several years of strong growth.

Since sterling's devaluation last September, moreover, UK MBA courses have become more attractive for foreign students who speak good English.

There are 32 MBA courses in the UK, compared with 47 in 1986. Last year, according to the Association, 2,500 completed part-time courses, 2,500 completed full-time courses, and 700 received their MBA through distance learning. The distance learning numbers will get a boost this year when the first full cohort of MBA students graduates from the Open University.

Tim Dickson

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ARTS

Television / Christopher Dunkley writes to the new BBC2 Controller

Dear Michael Jackson . . .



Jennifer Saunders and Dawn French as Thelma and Louise: the feminine equivalent of Morecambe and Wise?

Congratulations! You have just been put in charge of the best television channel in the world. When it was announced that you were to succeed your friend Alan Yentob as controller of BBC2, after his move to BBC1, you were too modest and English to put it like that; you said "I believe BBC2 is the best and most interesting channel on British television", which implies that somewhere outside Britain there is one that is even better and more interesting.

I doubt it. In the past 20 years I have taken a careful look at television in the US and Europe and attended lots of international television festivals. There is certainly good work done elsewhere. Some of those pompous politicians who bang on about British television being the best in the world (having watched the breakfast show in a Washington hotel room and *I Love Lucy* late at night in Brussels while hunting for Europe's fabled porn) might be quite surprised if you showed them just how good Swedish television drama tends to be, or American news, or Brazilian soap opera.

But have you ever come across a channel anywhere else with the range of BBC2, from *Red Dwarf* to *The Late Show*, from *Newsnight* to *Floyd On Spuds* where the quality is maintained through so many programme categories? I have not. On Sunday alone BBC2 showed, at the last in a season of "Screen Two" dramas, *The Snapper*, which brought an extraordinarily light touch to the explosive subject of accidental pregnancy in a Dublin family. *Every Picture Tells A Story*, which put as clearly as I have ever heard on television the arguments for and against the radical renovation of old paintings; and in *The Nineties*, a startlingly passionate and graphic account of the effects of alcoholism before and during the First World War.

I actually thought *The Nineties* was not quite as impressive as *Labour Of Love*, another series, recently ended, which also went to very old people to hear them bear witness to history while they are still able, this time on the subject of child rearing in the first half of the 20th century. But that was a BBC2 series as well, or anyway an independent series shown by BBC2. Since this is an open letter and the 40 per cent of FT readers who live outside Britain may be thinking that BBC2 sounds like an awfully worthy network but not a lot of fun, I had better point out that it carries some of Britain's best comedy, too.

Last week it showed the last episode in another run of *French And Saunders*, a female double act which, although it arrived as part of the "alternative" comedy boom, is now so

well established, and so funny, that it is not entirely crazy to talk about the possibility of these two young women taking the place of Britain's immortal Morecambe and Wise. If only French and Saunders would put themselves in the hands of a ruthless editor with instructions to banish self indulgence and pare their over-long sketches to the bone, they really could reach those heights. What is more it was BBC2 that brought us Dawn French's other comedy, *Absolutely Fabulous*, which has quite rightly just won two BAFTA awards; and the same channel again which is about to start another run of the admirably dangerous comic news quiz *Have I Got News For You*.

But this letter is getting bogged down in detail. What I really wanted to do after congratulating you was remind you of the tremendous responsibility now resting upon you. Televi-

sion generally is moving down market, not just nationally but internationally. Everywhere public service broadcasters are being forced to compete for audiences and funds and, I suspect, for their very existence against commercial broadcasters who are more concerned now with ratings than ever before. In this country we had until recently two "protected" channels where ratings were of less importance than programme quality and originality: BBC2 and Channel 4.

Now, as one of the last gasps of full-blown Thatcherism, Channel 4 has been driven into the market place and obliged to compete for its own slice of the advertising cake. As you might expect with Michael Grade in charge, it is proving a pretty effective competitor and is regularly achieving an audience share of around 12 per cent instead of the 9 to 10 per cent that it used to get. Whatever the peo-

ple at Channel 4 may bravely proclaim about sticking to the famous "remit" to "be different" and "cate for minorities" I think we must expect that Channel 4, at least in peak viewing time, will continue to look more and more like any other conventional commercial channel with game shows (*The Crystal Maze*) soap opera (*Brookside*) and the largest proportion of American imports in British terrestrial television (*The Wonder Years*, *Mork And Mindy*, *The Golden Girls* and soon *The Golden Palace*).

That leaves just you and BBC2 to defend the faith. True, under John Bird the entire BBC is more likely to go for "the Himalaya option" and attempt to re-group on the old high ground than to move further out on to the plain to concentrate on fighting ITV and the satellite people for the mass audience. Yet the fact remains that, however novel it may seem to a

man of Alan Yentob's tastes (not snootily highbrow, more eclectic and modern, but still many miles from the Bill Cotton school which has traditionally run BBC1) he is going to have to maintain a relatively high level of popularity on BBC1 if the corporation is to avoid being pushed to the margins of British broadcasting.

Which is why so much depends upon you. There is now no channel other than BBC2 to which the more demanding viewer can switch, safe in the knowledge that whatever is being shown - cookery programme, arts magazine, documentary series - it will not insult your intelligence. This is not just a form of words. I believe there really is a danger today, thanks to the immense financial forces involved and the steady globalisation of the industry, that television as a whole could become exclusively a mass-appeal tabloid medium. As with tabloid newspapers there would still be good and bad, but in sharp contrast to the print medium, there would be no *Independent*, no *Guardian*, no *Times*, let alone an *FT*. I will believe all the talk about digital compression providing 500-channel systems with niche marketing and *The Economist* of the airwaves when I see it.

Meanwhile I look to you to go on providing *Newsnight* as the most civilised and rigorous round-up of the day's events and to open up *The Late Show* to a wider spectrum of attitudes, not, chiefly, in its interviewees but in its presenters. The programme covers most of the right subjects, but often feels more old fashioned than *Late Night Line Up*. This does not mean "popularise" it in hopes of winning bigger ratings: we have seen such efforts on BBC2 in last year's *Young Musician Of The Year* and in the current *Soundbites* in both of which the essential content - music - has been sacrificed to chat exclusively retrograde style.

You inherit a tremendously strong foundation on which to build. The history series *Timewatch* and the broadly literary series *Bookmark* turn out some of the BBC's best documentaries these days, and the *Video Diaries* idea of supplying amateurs with cameras to record aspects of their own lives has produced some astounding triumphs. You would have to be crazy to harm any of those. If I were you (and your new job is the only one in television that I would ever volunteer for) I would immediately contract the *After Dark* team to bring to BBC2 the open-ended late-night studio discussion series which Channel 4 was mad enough to scrap. Then I would sit back and think for quite a long time before making any other changes.

Good luck.

Christopher Dunkley



Mary (Gina Moxley) meets Elvis (Stuart Graham)

Deborah is the idealist, Mary the cynic. Ironically, it is Mary to whom a spectral Elvis appears in the night. "You bitch," says Deborah in the morning. "I believe in visions, and you get to see Elvis." Through all this, the sisters raise the unburred memories of the accident in which their mother died and the unfairness of their father in subsequent years.

There is enough melodrama on the one hand and wise-cracking on the other to keep an audience held. Lynne Parker directing yokes together these two contrary elements fluently. Anne Byrne (Deborah) and Gina Moxley (Mary) give flawlessly natural performances, in which the twitch of a mouth, or a momentarily prolonged facial expression can make the audience chortle. But Declan Hughes's writing never persuaded me that this was a story I needed to know, or that it would naturally end on so positive a note.

Alastair Macaulay

At the Bush Theatre W12. (081) 743 5388

London Theatre

New Morning



Declan Hughes's *New Morning*, the latest new play at the Bush, is a case in point. Two sisters spend the weekend together, camping in the open. They rage over their relationship with each other, with their dead parents, with life in general. They are sometimes at loggerheads, and one sister, Mary, fails to respond fully to all the gunge from her subconscious that the night dredges up. But they get from A to at least B, maybe further, and the play ends with them helping each other to pull down the tent that they never slept in anyway. (A problem shared...) And, since the play, by Declan Hughes, is well acted and is often very funny, you can be sure the audience leave with a smile on its collective face.

My trouble, to be blunt, is that I just didn't believe it. This is partly because I have only limited points of personal contact with two Irish sisters who were raised to know every little thing about Elvis Presley, and who remind each other of good yarns from the Old Testament. But then I don't have too much in common with Electra or Macbeth, whose plights I nonetheless follow with interest. Deborah and Mary speak to my condition sufficiently for me to laugh repeatedly at their jokes (mainly Mary's). The problem is that they approach their problems by way of Elvis and the Old Testament.

Overwhelming sentimentality

It is good to see a lovely theatre full and humming, even if you do not much like the play. So it was at Richmond on Friday for Ivan Menchell's gloomy-sounding, but in fact remarkably cheerful *The Cemetery Club*.

Menchell is the only student of the Yale School of Drama so far to have written a play which moved to Broadway while he was still studying. That was in 1990. The *Cemetery Club* has since been turned into a movie not yet released outside the US. Meanwhile the stage version is touring Britain and if the Richmond reception is anything to go by, is going down a treat.

The style is heavily sentimental Jewish American and the influence of Neil Simon, whose *Lost In Yonkers* is still playing in London, is pervasive. It would not normally be to my taste. Yet there is at least one scene in this production by David Taylor that redeems it all.

Taylor also directs *Lost In Yonkers*. Whether it is his particular understanding of this kind of Jewish humour that makes the show, or the outstanding performances by three actresses, is hard to say. But I doubt if you can see Millicent Martin, Anne Charleston and Judy Cornwell, all of

whom must be slightly over 29, dressed as bridesmaids in little girl blue after having been to a girl's 16th birthday wedding, and having drunk too much wine, without feeling a pang of pure pleasure. They command the stage and it would be invidious to say which one comes out on top: they support each other.

For the rest, the sentimentality is a little overwhelming. The Cemetery Club is actually a group of widows who go to visit their husband's graves, clean up the leaves, polish the tombstones and talk to their husbands as if they were still alive every month. Meanwhile they think from time to time of finding a new man. The women remain very close even while they bitch.

There is not much more to it but perhaps it is close to the truth. A hardened theatre-goer told me at the interval that not long ago his 80-year-old mother-in-law had met her second husband in very similar circumstances visiting the burial place of the first.

Malcolm Rutherford

Richmond Theatre, (081) 940 0220 till Saturday, then Peterborough, Woking, Canterbury, Swindon and Wolverhampton.

INTERNATIONAL ARTS GUIDE

ATHENS

Concert Hall Tonight: Gewandhaus Quartet plays works by Haydn, Mendelssohn and Dvorak. Tomorrow: La Camerata Orchestra plays works by Rossini, Párt and Dvorak. Fri and next Wed: Athens State Orchestra. Sun: Mikis Theodorakis conducts ERT National Symphony Orchestra and Chorus. In his Third Symphony, Next Tues: Fons Musicales' choral ensemble in works by Bach, Mendelssohn and others (722 5511).

BONN

Oper Valery Panov's new production of Prokofiev's ballet Romeo and Juliet is premiered on Sun, with further performances on April 14, 18, 20, 23, 26. This month's opera repertory consists of a new production of Puccini's *Trittico* (tonight and Mon), *Der Freischütz* (Sat and Tues) and *Otello* (773 6677). Beethovenhalle Tomorrow and Fri: Michael Schoenwandt conducts Orchestre de la Beethovenhalle and Bonn Philharmonic Chorus in Bonn.

COPENHAGEN

Royal Theatre Tonight: *Le nozze di Figaro*. Next Tues: *Drot og Mørsk*. Danish historical opera composed by Peter Heise in 1878. Next Wed, Thurs, Sat: Neumeier production of Prokofiev's ballet Romeo and Juliet (3314 1002).

DRESDEN

Semperoper Tonight: *Ariadne auf Naxos*. Tomorrow and next Wed: ballet mixed bill. Fri and Sun: Christoph Prückl conducts Theo Adam's production of *Parsifal*, with Klaus König, Bernd Weikl and Marilyn Schimke. Sat: one-act operas by Zemlinsky and Dallapiccola. Mon: *Die Zauberflöte* and Bonn Philharmonic Chorus in Bonn.

opment section brought the only moment at which his playing seemed to lack a sense of purpose and direction. Even that though was quickly redeemed by a serene unfolding of the slow movement and an ebullient finale, guided by the most exquisite figuration.

Schubert's B flat Sonata D.960 was not conceived on an epic scale, nor would one have expected it to be. Everything was laid out generously - the first movement included the repeat and much beautifully rounded phrase making; the slow movement was nudged forward in a series of carefully sculpted paragraphs; the scherzo offered seamless flows of perfectly purled melody. Yet the finale revealed unexpected moments of sharpened intensity, suggesting an emotional undertow to the whole performance which still needs further performances to mature and well up to the surface.

At the Purcell Room the fol-

COLOGNE

Philharmonie Tomorrow: Peter Schreier conducts Bach's Matthew Passion. Fri: Krzysztof Penderecki conducts his St Luke's Passion. Sat, Sun, Mon: Ballet Teatro Espanol. Tues: Bernard Haitink conducts European Community Youth Orchestra in Mahler's Ninth Symphony (2001).

Opernhaus Tomorrow: Zar und Zimmermann. Thurs, Sat, next Wed: Rossini double bill. Fri: James Conlon conducts Lohengrin, with Eva Johansson, Gary Lakes and Sergey Leiferkus. Sun, next Thurs and Sun: Conlon conducts Liviu Ciulei's new production of Coel fan tutte. Next Mon and Fri: Billy Budd (211 8400).

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DRESDEN

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FRANKFURT

Alte Oper Tonight, Sat, Sun, next Mon, Tues, Wed, Thurs: West Side Story. Tomorrow: *Tosca*. Sat, Sun: Les Contes d'Hoffmann. Dresden Philharmonic Orchestra in works by Prokofiev, Mozart and Mendelssohn, with piano soloist Hélène Grimaud (486 6306).

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Edward Mortimer



Formal negotiations on Norway's application for membership of the European Community began in Luxembourg on Monday.

Actually that is not quite right. Norway, along with the other three applicants from the European Free Trade Association (Austria, Finland, Sweden), was told that it must accept the Maastricht treaty. That means that they are negotiating to join, not just the EC, but the future European Union (EU).

That assumes, of course, that Denmark and the UK will actually ratify Maastricht. If either of them fails to, the treaty is null and void and the EU non-existent. There would then be a period of confusion, from which would emerge – probably quite quickly – two parallel efforts to replace Maastricht with something else.

One would be made by an inner group or "hard core" of countries determined to salvage the essential features of Maastricht and apply them among themselves even if some EC members do not participate – following the model of the Schengen treaty on removal of internal borders, to which all EC members except Britain, Ireland and Denmark are now signatories.

The other would be a more modest attempt by all Community members to salvage a mini-Maastricht, consisting of only those elements which could be generally accepted as both valuable in themselves and non-threatening to state sovereignty.

Negotiations with the applicant countries would in any case proceed, since they would still want EC membership. Obviously Maastricht could no longer be presented to them as part of the *acquis* that they are required to accept as a precondition. Nor could membership of the "hard core". In theory, it would be possible for the 12 to negotiate the mini-Maastricht among themselves and then introduce it as an *acquis* into the negotiations with the applicants. But it would make lot more sense to include the applicants in the discussion from the start.

Similar considerations apply if Maastricht is ratified and the EU does come into existence, presumably by the end of this year. If negotiations with the

Truly, widely, deeply

A more federal Europe could lead to greater individual freedom

applicants go smoothly their accession to the EU should be ratified next year, in which case they would be full members in time to join the Maastricht revision conference scheduled for 1996. But even if that timetable slips, it would be stupid for the existing members to wait for revisions to the treaty in the absence of the new members, to whom those revisions would have to apply – especially as one of the main reasons for revising the treaty will be the need to adapt it to an EU of 16 members.

British ministers and officials view the process with considerable apprehension.

A union with more members should confine itself to fewer areas of competence

tion. They dread being asked to administer new doses of "federalism" to a British body politic which is clearly allergic to them, especially if (as is likely) the conference coincides with the next general election campaign. I have argued, and still believe, that one way to avoid a repetition of the Maastricht nightmare is to entrust the revision to an elected constituent assembly, instead of another intergovernmental conference.

It is equally important to think more clearly about what sort of constitution Europe actually needs. British officials warn that "Maastricht is the maximum that is conceptually possible", and that "widening must not be made the excuse for further deepening".

But the word "deepening" can mean two very different

things. If it means giving the EC, or the EU, new areas of competence, then indeed it should be resisted. If anything a union with more members should confine itself to fewer areas of competence – those in which a genuine common interest can be discerned and in which one member state by itself may not be able to take effective action.

But if "deepening" means giving more power to the union's central organs so that it can act decisively and effectively in areas where joint action is agreed to be necessary, then indeed a wider union does need also to be a deeper one. Otherwise it will be paralysed by the endless search for consensus among 16 governments.

Similarly the word "federalism" needs to be demystified. Many people in Britain seem to assume that a federal European authority would diminish their freedom, acting in an arbitrary and undemocratic way. But actually that is much truer of intergovernmental procedures, when national ministers meet to take decisions behind closed doors, with the accountability of each to his national parliament being diluted both by secrecy and by the need to agree with (or be outvoted by) his colleagues from other countries.

By contrast, federalism makes the central executive accountable to a federal parliament; and by distributing power among different levels of government it makes its arbitrary use much more difficult.

By appealing to a federal constitution, states can resist central encroachment on their powers; but individuals or local authorities can also appeal at the federal level against arbitrary action by the states; and a federal supreme court is there to decide who has the constitution on their side in each case.

All this also makes for greater transparency, as each level of government has to publish and defend its decisions, instead of everything being sorted out within a hierarchy of officials answerable only to those above them.

It is high time someone explained to the British people that a "deeper", more federal Europe could actually meddle in fewer aspects of their everyday lives than the present model, and yet secure a net increase in their individual freedom.

That way local managers get flexibility, they're more accountable, and I get the corporate information I need.

Memo

FROM: CHAIRMAN
TO: FINANCIAL DIRECTOR
RE: OUR MANAGEMENT INFORMATION PROBLEM

Is there not a world-class financial management system which we can implement across the group whether we downsize or not, and regardless of which computers and databases we are using?

That way local managers get flexibility, they're more accountable, and I get the corporate information I need.

John
John
CHAIRMAN

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a.s.a.p!
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The virus that causes Aids, HIV, is the most intensively studied microbe in history. Worldwide spending of about \$2bn a year on Aids research has produced extraordinary knowledge of HIV but no effective treatment for the infection, as the disappointing outcome of an international trial of the leading Aids drug AZT showed last week.

However, with 12m people worldwide estimated to be HIV-positive and the total direct and indirect costs of the disease running at \$90bn a year, government health agencies and the pharmaceutical industry say there will be no let-up in their research effort.

The virus is deceptively simple; it has a genetic blueprint of just nine genes (compared with 100,000 in man) producing 15 proteins. Scientists now know the precise chemical sequence of all the genes and proteins, yet they cannot develop a selective drug to jam the vital processes of HIV without devastating the cells it infects.

Aids researchers face two fundamental problems. First, HIV mutates more quickly than any other microbe known; there are countless different strains, and within each patient the virus changes character as the disease progresses. Therefore drug-resistant forms can evolve very fast.

The second problem is that, although the chemistry of the virus itself is simple and well understood, scientists are still baffled by the extremely complex process through which HIV infects human cells and then, several years later, destroys the immune system.

One particularly puzzling feature of Aids is that patients have very low levels of the virus in comparison to other infectious diseases. Indeed HIV may not actually "infect" most of the cells it kills; it may somehow set off a cascade of "cell suicide" similar to an accelerated ageing process.

AZT was rushed through the approval process and onto the market in 2½ years – a record for any drug – after Wellcome researchers discovered its activity against the newly discovered HIV in 1984. It can prolong the lives of patients with full-scale Aids by several months, but clinical trials show that the benefits wear off with time.

As the Anglo-French Concorde study concluded last week, after three years, people with HIV taking AZT had just as many Aids symptoms as those on an inactive placebo.

A setback, but the search goes on

Disappointments over AZT are unlikely to slow research into Aids treatments, says Clive Cookson

Although AZT is still the mainstream Aids therapy, regulatory authorities approved two new drugs last year: DDI from Bristol-Myers Squibb of the US and DDC from Roche of Switzerland. All three belong to the group of synthetic chemicals called nucleoside analogues which work by mimicking natural building blocks of genetic material. When HIV takes up a drug molecule, it stops replicating.

The theory behind nucleoside analogues may sound convincing but in practice they are "relatively ineffective drugs", says Dr Joep Lange, head of clinical research for the World Health Organisation's global Aids programme. They produce only a 10-fold suppression of viral activity, whereas an antibiotic will suppress bacteria by a factor of many million.

"On a scientific level, I think AZT and all the simple nucleoside analogues have been massively oversold," says Dr Alan Kingsman of Oxford University. He points out that a modest suppression of HIV might have no clinical benefit if the virus is not killing cells directly but triggering a process of cell suicide.

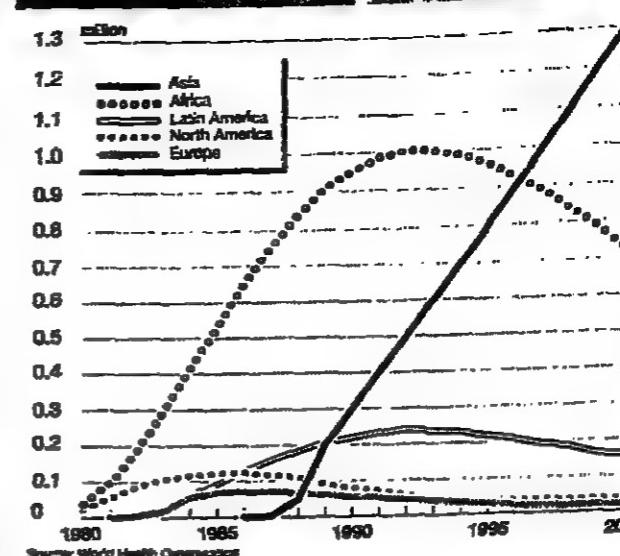
Over the past year, Aids specialists have come to agree that no nucleoside analogue on its own will treat HIV effectively in the long term. "Combination therapies are likely to become the mainstay," says Dr Trevor Jones, research director of Wellcome. AZT is likely to be part of most "cocktails" developed in the near future.

Clinical tests have already demonstrated two advantages of pharmaceutical combinations: first, the ingredients may have a synergistic effect on each other; and second, it is far more difficult for HIV to mutate in a way that develops resistance to several drugs at once.

Their disadvantage will be financial. A course of AZT at the minimum recommended dose already costs £1,800 a year and the price of a combination with other patented drugs may be prohibitive.

Although nucleoside analogues are in the forefront of

Aids: new adult HIV infections each year



HIV drug development – and two more, Glaxo's STC and Bristol-Myers Squibb's D4T, are beginning large-scale clinical trials – different approaches may be more promising in the long run.

Therapeutic vaccines are an example. They are designed not to prevent infection like a conventional vaccine but to boost the immune defences of people who are already HIV-positive. British Biotechnology recently started clinical trials of one such product called p2VLP; this includes multiple copies of an HIV core protein, packaged in a virus-like particle made by genetically engineered yeast cells.

Genetic attacks on HIV are a somewhat more distant prospect. But some US biotechnology companies are planning to put anti-viral genes into the blood cells of Aids patients, and others want to use so-called anti-sense technology to deactivate the virus by blocking its genes.

Doctors such as Professor Anthony Pichling of St Bartholomew's Hospital, London, say they are impressed by the way the pharmaceutical industry continues to pour several hundred million dollars a year into Aids research and development, even though patient activists have directed a long campaign against Wellcome, the only manufacturer to have made money out of an anti-HIV drug, for allegedly profiteering at their expense.

Indeed Dr Richard Sykes, chief executive of Glaxo, says his company is devoting more resources to Aids R&D than the likely return from successful products would justify according to normal commercial criteria. "I don't see any cut-throat competition in drug development in the Aids area," he says. "No one is going to make much money from this but we need to show that the pharmaceutical industry can produce the goods when it needs to."

The scientific credibility of any large drug company would be at stake if it pulled out of such an important field. The argument that Aids is a special case may not appeal to someone dying of another incurable illness, but it may be reasonable to devote a disproportionate share of pharmaceutical R&D funds to Aids because it poses an incalculable threat for the future which makes it genuinely different from the established killer diseases.

"The virus is relatively innocuous at the moment because it does not transmit very easily," Dr Kingsman says. "But what if it became more robust and was transmitted like 'flu'? The risk of that nightmare scenario coming true may be remote but with such a fast-mutating organism as HIV it cannot be dismissed entirely."

Assuming that HIV does not change significantly in the near future – and is spread only by sexual contact, blood or maternal transmission – forecasts of the number of people infected in the year 2000 vary from the World Health Organisation's conservative 30m-40m up to 120m.

The latest WHO estimates of the number of new infections each year (see chart) show peaks in the mid-1980s in Europe and North America and in the early 1990s in Africa and Latin America – though the long delay between infection and disease means that actual Aids cases will continue rising in these regions into the next century. The most frightening picture is for Asia, where the number of new HIV-positives is expected to go on increasing until about 2010.

The total worldwide cost of Aids is probably running at about \$10bn a year for direct treatment, prevention and research and \$20bn indirectly from loss of earnings.

Figures such as those are helping to persuade governments to increase spending on Aids research – and to ignore the small group insisting that the threat from the disease has been grossly exaggerated by a medical establishment eager to nurture a worldwide "Aids industry". The Clinton administration is leading the way with plans to set up a strengthened Office of Aids Research with a \$1bn annual budget.

If that level of commitment is maintained, researchers should eventually translate the scientific understanding of HIV into treatments that work far better than AZT.

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL
Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

Don't shoot the economic modellers

From Mr Jeremy Bray MP.

Sir, Your report ("Treasury economic model may be run by US group", April 6) that "a key element" of preparing the Treasury's forecast could be contracted out to DRI, the American economic forecasting company, does not specify what that element might be. The implication, however, is that the element in question is the maintenance of the Treasury model.

Under the Industry Act 1975, the Treasury is required to "keep an economic model". This is not a "secretive process", as you say; under the requirements of the act, the model is publicly available. It is used by outside forecasters, and is independently tested and compared with the other main economic models by the Warwick University Macroeconomic Modelling Bureau.

Furthermore, the model clearly pointed to the need for continuing increases in interest rates, as well as tax increases, following the stock exchange crash in 1987, instead of the folly which has cost us dear.

Despite ill-informed press criticism, economic modelling practices in the UK are in most respects technically well ahead of requirements in the US. The economy

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The Chancellor of the Exchequer wrote to me on March 3 saying that "there are no plans for the Treasury to give up economic forecasting". Although using models built by others is better than nothing, it is no substitute for an organisation maintaining its own model.

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FINANCIAL TIMES

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Wednesday April 7 1993

Labour and industry

THE STRIKING feature of Labour's latest attempt to develop an industrial policy is not that it looks like yet another retreat into the nostrums of the 1960s. Rather, it is that the emphasis on manufacturing is no longer an exclusive Labour preoccupation. Much in this new draft could have been written without a blush by members of John Major's government. More could have been written by leading luminaries in the administration of Mr Bill Clinton. But the mere fact that the spirit of the times seems to have moved closer to Labour rather than vice versa is something less than an overwhelming commendation for a mixed bag of policy proposals.

The convergence of political interest in manufacturing is, of course, no coincidence. With the country running a huge trade deficit in the depths of recession, the case for shifting resources into manufacturing is easily made. But to jump from there into the technological nationalism espoused by some of Mr Clinton's economic advisers is more contentious.

The evidence, such as it is, suggests that success in high-technology industries is a result of general economic success, not the other way around. While the Japanese have demonstrated increasing technological sophistication in generating their economic miracle, their high-growth rates have had more to do with good macroeconomic management and a culture that values such things as saving, education and harmonious labour relations, than with any

obsession with technology.

Labour is nonetheless clearly tempted by a reform of corporate governance that would take Britain closer to systems such as the Japanese or German, which recognise government, employees, creditors and others as having a stake in the business. But most of British management remains antipathetic. Legislating for employees in the boardroom is thus not practical politics.

And while Labour has interesting ideas on such things as the structure of the financial system, investment incentives and the operations of the bankruptcy laws, it is not clear that these and other components of industrial policy are central to addressing Britain's competitiveness problem.

The country's structural trade deficit is very largely a reflection of inadequate investment in the production of tradable goods and services, itself largely explained by stop-go policies and consistently low profitability. What is needed is to constrain the growth of real wages and stimulate higher savings and investment.

It is questionable, however, whether Labour, any more than the Tories, would be willing to forego the customary pre-electoral boost to wages and reduction in private savings that deliver votes, but at the cost of swelling the trade deficit and restarting the stop-go cycle. It is here, not in technological mercantilism, that the miracle economies of the east have the most valuable lessons to impart.

Nigeria in crisis

IN THE FIELD of economic mismanagement, Nigeria is in a class of its own. Billions of dollars earned during the 1970s oil boom have been squandered on white elephants and kickbacks. An economic reform plan, introduced by President Ibrahim Babangida in 1986, collapsed within three years. Since then frequent promises to do better have not been kept. In short, calling for help for Nigeria seems akin to supporting parole for a notorious recidivist.

Yet the case for supporting economic reform in Nigeria is stronger today than ever, despite this dismal track record. Burdened by debts and accelerating inflation, and nearing the end of a flawed transition to civilian rule which encourages the short-term instincts of the presidential candidates in June's election, there is a risk that Nigeria will experience a Kenyan-style swing to economic populism or worse. The oil and gas sector might still flourish, but export receipts would be siphoned abroad as the impoverished hinterland deteriorated further.

The west might feel able to look on with equanimity in the short term. Arrears on the country's \$30bn external debt are mounting; but capital flow is in the creditors' favour. Their advice to Nigeria is straightforward: proceed with the June election, but forget the idea of concessional debt anytime soon.

Yet a longer term perspective demands an urgent search for a fresh approach. Ten years of deepening austerity have exacted a heavy toll on Nigeria. Sooner or

later, the strains will become intolerable, risking the destabilisation of the entire west African region in the process. A surge in Moslem extremism, lying not far below the surface in Nigeria, and a rise in emigration to southern Europe are two likely consequences. The UN initiative in Somalia has already cost \$1.5bn; the cost of restoring order in west Africa would be incalculable.

Creditors must grasp what may be a last opportunity to persuade Nigeria's leaders that economic reform makes sense. Of course, the creditors cannot offer debt relief unless they are convinced that the budget deficit is under control – the principle of an IMF deal as a pre-condition for relief should remain inviolate. But the IMF should use this month's visit to Nigeria to draw up a "shadow" reform programme with the reform-minded transitional council. The elected government can then inherit this programme at the August hand-over.

In return the Paris Club creditors should pledge that staged debt relief will commence as soon as the budget is under control. Conditions should include external monitoring of the central bank and important ministries to ensure transparent accounting of incoming revenues and spending.

Only then might the west per-

suade both the military leadership

and the new civilian president to put prudence before populism. It may not succeed. But it would be better than simply waiting for Nigeria's disaster to happen.

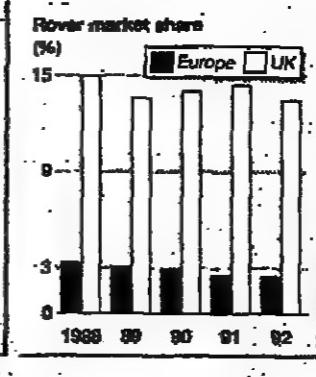
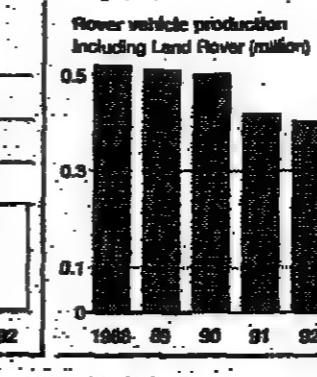
ITV tangle

FROM ONE point of view, yesterday's report by the Monopolies and Mergers Commission on Channel 3 networking arrangements is an elegant solution to an intractable dispute over the operation of Britain's reorganised independent television system. From a longer-term perspective, however, the exercise smells unmistakeably of fudge.

The MMC's achievement has been to find a formula for bringing the contractual arrangements between the newly franchised ITV companies and independent producers into line with competition law, while managing also to leave both sides claiming victory. Yet it has done so only by devising an elaborate and provisional compromise. The MMC itself is unsure how well it will work, arguing that it would be unwise to impose rigid prescriptions on an untried broadcasting regime. Indeed, the MMC explicitly recognises that the Office of Fair Trading, which will monitor the arrangements, may be required to intervene again in the future.

In the circumstances, the MMC has probably done about as much as it reasonably could. Its remit extends simply to the specific competition issues raised by a somewhat technical dispute over the contractual arrangements between independent programme makers and broadcasters. However, that dispute is a reflection of strains caused by deep contradictions in government policy towards broadcasting. In drawing up the ITV franchis-

'Roverisation': the key to survival



and now the 600 series.

Rover has invested around £215m in the new Cowley facility, which has a capacity to produce 110,000 cars a year including more than 50,000 of the 600 series cars.

Mr Towers claims that Cowley is now "an advanced and flexible production plant within existing buildings – but with many of the advantages of a greenfield site".

Rover's ambition to return to profit this year does, however, face obstacles. In particular, a sharp fall in new car demand in continental Europe threatens to offset the benefits of increased competitiveness resulting from the depreciation of sterling after Britain's withdrawal from the European exchange rate mechanism last September.

Despite the weakness of the continental market, Rover executives are determined to increase their presence there. Dependence on the UK market, which accounts for around 57 per cent of its vehicle sales, is Rover's Achilles' heel, say industry observers.

In an attempt to bolster its presence in continental Europe, it has expanded its dealer network in Germany from 120 to 150 last year. It is aiming to add another 100 by 1995.

The company hopes that the Rover 600 will help it to build a bridgehead to the Continent, and more than half of production is earmarked for export.

In continental Europe, as elsewhere, the 600 is being pitched against the BMW 3-series, the Audi 80 and the Mercedes-Benz 190, as Rover seeks to set itself apart from the dogfight among the volume car makers such as VW, Fiat, Ford and General Motors (Opel/Vauxhall).

The tired Montego, Rover's old product in the segment for large family cars and a legacy from BL, may have had to fight a losing battle against the likes of the Ford Sierra – now replaced by the Mondeo – and the Vauxhall Cavalier. But with the 600 Rover has set its sights upmarket. Roverisation is about to face its critical road test.

Co-operation with Honda and upmarket models are the route to profits for the UK car maker, says Kevin Done

Road map to the Rover's return

has shown little inclination to raise the holding.

"If BAe wished to sell Rover Group in the future, then we would have to review the situation," says a Honda spokesman. "It would be difficult to continue the sharing of technology and designs if it was sold to another manufacturer."

For Rover the relationship with Honda, now in its 14th year, has spelled survival. Rover's existing 200/400 – the sister car of the Honda Concerto – has spawned a host of derivatives developed exclusively by Rover. These include coupé, cabriolet and diesel models.

The benefits of the relationship with Honda go beyond technology and resources. "We have acquired an insight into Japanese best practice and processes," says Mr George Simpson, chairman of Rover and deputy chief executive of BAe. "The Honda relationship has been invaluable as a learning opportunity."

Mr Simpson claims that the "learning process" has given Rover big opportunities to reduce costs in every aspect of its business, from moving to just-in-time production, to lean distribution, to the creation of a flexible workforce.

Rover's "new deal" package of labour reforms, achieved in the past two years without confrontation, is aimed at allowing it to compete with the UK plants of Nissan, Honda and Toyota.

"With a single-status employee base represented by a single negotiating body, we have together achieved mutual benefits. We have full flexibility, genuine team working, and employees who are comprehensively involved in process improvement and waste elimination," says Mr Simpson.

Despite such improvements, the severity of the UK recession has taken its toll on the car company.

With a single-status employee base represented by a single negotiating body, we have together achieved mutual benefits. We have full flexibility, genuine team working, and employees who are comprehensively involved in process improvement and waste elimination," says Mr Simpson.

Regulators not only have discretion over the interpretation of the rules, they can also change them. Almost all regulators have implicitly rejected many of the original terms of privatisations and have chiselled away at the structures of their industries.

These battles illustrate an increasingly obvious point: the regulatory framework is in crisis and in urgent need of reform.

In the British administrative tradition, the rules of the game (laid down in licences and legislation) are poorly defined. Director-generals are appointed with wide discretionary powers to ensure the utility act in the public interest. General duties, such as "promoting competition", allow regulators to interfere in virtually any aspect of the utility's business.

Also, since terms such as "competition" can be interpreted in a variety of ways, a regulator can choose which competition model he wishes to employ. The result is inevitable: unaccountable to anyone, regulators pursue their own agenda, leaving regulated companies, shareholders and customers to play a costly guessing game.

Regulators not only have discretion over the interpretation of the rules, they can also change them. Almost all regulators have implicitly rejected many of the original terms of privatisations and have chiselled away at the structures of their industries.

Prof Stephen Littlechild, the electricity regulator, has presided over a "dash for gas" at a time of excess capacity, allowing the regional electricity companies to integrate vertically through long-term contracts. His counterpart in the water industry, Ian Baylis, rejects much of the rationale behind new environmental standards. At Ofgas, Sir James McKinnon has now decided that the gas industry should be broken up.

The utilities' licences can be

changed easily. The regulator proposes modifications, which the utility can accept or reject. Rejection, however, leads to a referral to the MMC, the prospect of which is usually enough to make a utility accept a regulator's proposals. Core issues such as the closure of power stations and the accounting structure of BT are being dealt with in this way.

Regulators not only have discretion over the interpretation of the rules, they can also change them. Almost all regulators have implicitly rejected many of the original terms of privatisations and have chiselled away at the structures of their industries.

This exploitation of discretion has meant that, contrary to its designers' intentions, UK regulation has turned out to be heavy-handed. While some discretion is desirable, a distinction should be drawn between the interpretation of licences and changes to them. The latter are fundamental. They touch on wider public interests, and should be debated publicly.

The 'promotion of competition' allows regulators to interfere in most aspects of a utility's business

This exploitation of discretion has meant that, contrary to its designers' intentions, UK regulation has turned out to be heavy-handed. While some discretion is desirable, a distinction should be drawn between the interpretation of licences and changes to them. The latter are fundamental. They touch on wider public interests, and should be debated publicly.

However, reform should go further than this. A consistent set of principles for the conduct of regulation is required. In particular, these should define a common approach to setting prices. At present, each regulator chooses his own preferred method. However, it is time for a common methodology. This could be provided by a white paper on utility regulation, to complement the 1978 white paper, which still provides the framework for regulating nationalised industries.

The institutional structure of regulation also needs to be reconsidered. The current system of a host

The Rover vehicle operations have fallen into deficit in the past two years with an operating loss of £45m in 1992 compared with a loss of £25m in 1991 and an operating profit of £25m in 1990.

But BAe expects Rover to move back into profit this year. It believes recovery will be based on:

- stronger new car demand with UK new car sales forecast to rise to 1.55m from 1.5m in 1992;
- a further reduction in costs following a 7.5 per cent improvement in productivity in 1992;
- the launch this month of the Rover 600 range; and
- improved competitiveness gained by depreciation of sterling.

As consumer demand in the UK shows signs of revival, Rover is pushing ahead with its ambitious cost-cutting plan. In the first quarter of this year the workforce was reduced, through voluntary redundancies, by about 2,000 to just over 31,000. This compares with 35,000 at the end of 1991 and 40,500 at the end of 1990.

At the same time, productivity gains have reduced Rover's break-even point to an annual production of around 440,000 vehicles last year. The target is to reach a break-even level of 400,000.

Improved productivity is partly a result of investment in new plant and equipment. Rover's assembly plant at Cowley, Oxford, has been transformed from one of the UK motor industry's oldest manufacturing complexes into a compact plant for the production of Rover's large cars, the 600 series executive car.

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The institutional structure of regulation also needs to be reconsidered. The current system of a host

of ad hoc semi-autonomous offices of regulation leads to inconsistency. An Office of Regulation should be set up, reporting to the Department of Trade and Industry. Given the present position, however, some mergers of regulators would be helpful. Ofgem and Ofgas could be merged to create an Office of Energy Regulation. Likewise an Office of Transport Regulation and an Office of Communications could be set up.

Measures such as a white paper on regulatory principles, a limitation on regulators' powers to modify licences without public debate, and institutional reform are essential to create a more predictable and stable climate for investment, while at the same time protecting the public from monopoly pricing. Failure to tackle the problem will continue to raise the price of investment, weaken the quality of the regulatory structure and ultimately undermine consumers' interests.

Dieter Helm

The author is director of Oxford Economic Research Associates

Rewrite the rules for regulation



PERSONAL VIEW

Damaging disputes are raging in most of Britain's privatised utilities.

COMPANIES & MARKETS

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Wednesday April 7 1993

INSIDE

Acquisitions help EBS profits rise

Eridania-Béghin-Say, the Paris-based sugar, agro-industrial and branded foods company controlled by Italy's Ferruzzi-Montedison group, raised net profits by 70 per cent to FF1.28bn (\$232m) last year from FF775m in 1991. EBS said the figures were not directly comparable with those for 1991 due to the effect of the merger with Eridania, Ferruzzi-Montedison's Italian sugar operation. Page 18

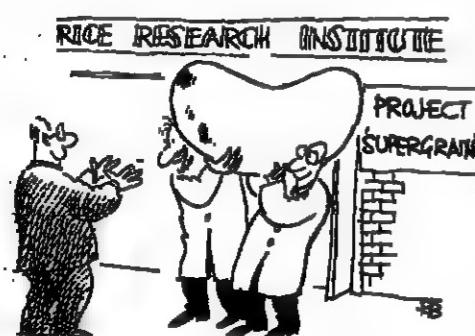
Aegis hit by reorganisation

Aegis, the London-based holding company of Europe's largest media-buying and planning group, yesterday reported 1992 pre-tax losses of £1.2m, compared with restated profits of £54.4m. The group's figures were badly hit by £22m costs through reorganisation, and another £22m cost on the sale of discontinued activities. Page 26

Retirement in tatters at Tata

Tata, India's largest business group, has been disturbed by a bitter boardroom battle at Tata Iron and Steel (Tisco), its flagship company. The fight centres on a last-ditch effort by Mr Russi Mody, Tisco's 75-year-old chairman, to delay his enforced retirement. Page 20

Growing rice mountains



In the next three decades the annual global rice harvest must rise by 80 per cent to about 760m tonnes to feed the world's fast-growing population. Scientists at the International Rice Research Institute (IRRI) in Los Baños, south of the Philippine capital Manila, are confident that they can lead a successful campaign to increase rice yields to stave off global starvation for another 30 years. Page 25

Rising rise in Istanbul

The Istanbul market closed 3 per cent higher yesterday for a cumulative rise of 18.2 per cent since Monday last week. The market index climbed 198.47 to its third consecutive all-time peak of 6,740.58. Back Page

FT-SE Actuaries Indices

The FT-SE Actuaries Share Indices Steering Committee yesterday approved the calculation of total return figures for the FT-SE 100, FT-SE Mid 250, FT-SE Actuaries 350, FT-SE SmallCap and FT-Actuaries All-Share Indices. Daily publication of these figures in the FT will start on July 1, 1993. Details, Page 24

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Chief price changes yesterday

FRANKFURT (DM)	PARIS (FFP)
Riles	Ribes
BMW (B)	+ 14 Cfranc Franc
Colgate-Klorox	+ 50 Inter
Ford	+ 50 France Plastic A
Mercedes-Benz	- 14.5 Schoeller
Motoroil	115 UAP
Mercedes Hld	- 15 Fafis
Mercedes Hld	641 - 15 Inter de France
NEW YORK (\$)	TOKYO (Yen)
Riles	Chuz Shabu
General	2450 + 200
Ford	Moneta Op
Public	Takusho Tidde
Orca-Otsu	25% Fafis
Colgate-Palm	11% Kinsell
Coupling	11% Tokiba
Polymer	11% Tokiba
New York prices at 12.30pm.	721 - 15 Tokiba
LONDON (Pounds)	Albany Hall
Riles	570 - 6
BCC	558 + 8 Bonsu Grigio
Bridgest	528 + 4 Bumex
Eastman Soc	500 + 8 Fafis
Mercedes Hld	412 + 10 Inter de France
Mon-Ford	2138 + 25 Inter Food
TIP Europe	40% LMS
Old Friend	681 + 10 Pihet
Wicks	721 + 70 Tiphook
Water Water	647 + 11 Tiphook

IBM launches bid for French computing firm

By Alan Cane

INTERNATIONAL Business Machines, the world's largest computer manufacturer, is launching a full bid for the French computing services company Compagnie Générale d'Informatique.

The bid values the computing services company at just over FF1.25bn, (\$460m) about 1.2 times turnover and 1.75 times CGI's net profit in 1992.

It represents a further development in the trend for computer hardware manufacturers to move into computing services where there is still vigorous growth and gross profit margins are larger.

The area where CGI is strongest - integrated applications packages, customised software programs and consultancy - is also the area that would be most profitable for computing services companies over the next five years.

CGI supplies applications software and computing services and is about number 30 in size in Europe. It is active throughout Europe and North America, where it has had a presence since 1982.

It has a worldwide staff of about 4,000. The group was originally noted for creating software tools - software that makes it easier to write other software. It has a range of financial and manufacturing software and offers training in software development methods.

The revenues of mainframe computer companies like IBM have been seriously undermined by fierce price competition and moved by customers to seek lower cost data processing through networks of personal computers.

Mr Claude Andreux, president of the board of IBM France, said yesterday the company would offer one IBM France convertible bond with a nominal value of FF1.355 for each CGI share. The bonds will have a 4% year maturity and a 5.7% per cent annual coupon.

Mr Robert Mallet, OCL chairman and managing director, Bernard Chapot, general manager, and Jacques Debussion, vice-president of the board of directors, have already agreed to transfer their 25.3 per cent combined shareholding to IBM France.

The bid is subject to authorisation by the French Treasury and by the American Office of Fair Trading and conditional on IBM receiving acceptances from shareholders representing more than two thirds of CGI voting rights.

Gateway protected from all but £464m of Isoscelles debt

By Roland Rudd in London

THE TROUBLED Gateway food retailing chain is to be ringfenced from all but £464m (£702m) of the £1.24bn borrowing obligations of its parent Isoscelles as part of a restructuring announced yesterday.

Under the terms of the deal, Gateway Foodmarkets is to be managed through the creation of a holding company, Gateway Holdings.

It will assume responsibility for £250m of Isoscelles' borrowings, of which £464m will be drawn at completion of the restructuring. No repayment will be due on this debt until 1998.

Gateway will also have a £50m two-year working capital facility.

Isoscelles, formed in 1989 through a £1bn leveraged buyout, is to have its remaining debt of £923m restructured. The deal has to be approved by all of the group's 38 banks by the end of May.

Mr David Simons, chief executive of Isoscelles, said: "We had to reach an agreement otherwise we would have been fighting over a carcass rather than a living body. The deal has lifted £1bn burden from our shoulders."

The Gateway assets, which will continue to be owned by Isoscelles, may be floated in three to

five years. They are valued at around £200m after £160m of write-downs. Mr Simons said the restructuring would be accompanied with a "clean-out" of Isoscelles' balance sheet.

Gateway is expected to report a pre-tax loss of more than £200m after what Mr Simons called "kitchen sink provisions" mainly covering the costs of the restructuring. There is no compulsion to pay dividends.

The remaining Isoscelles debt is restructuring into £256m of senior facilities, of which £464m will be drawn at completion of the restructuring. No repayment will be due on this debt until 1998.

Mezzanine holders are to get £20m of the senior debt, £133m of the bonds and £142m of the preference shares. Existing dividend and A ordinary shares are to be converted into ordinary shares.

Existing shareholders will own 45 per cent of the enlarged share capital and mezzanine and senior lenders will own 45 per cent and 10 per cent respectively.

A special share will be issued to the senior lenders giving them 51 per cent of the votes at a general meeting.

Lex, Page 16; Details, Page 24

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INTERNATIONAL COMPANIES AND FINANCE

Acquisitions assist EBS profits rise to FFr1.28bn

By Haig Simonian in Milan

ERIDANIA Béghin-Say, the Paris-based sugar, agro-industrial and branded foods company controlled by Italy's Ferruzzi-Montedison group, raised net profits by 70 per cent to FFr1.28bn (\$232m) last year from FFr1.54bn in 1991.

The improvement stems from recent acquisitions and more favourable markets, notably on the oil seeds side. Group sales rose by 22 per cent to FFr4.7bn, while net operating profits were up 35 per cent to FFr3.62bn. The dividend remains unchanged at FFr1.20 for each share or investment certificate.

EBS warned that the 1992 figures were not directly comparable with those for 1991 owing to the effect of the merger with Eridania, Ferruzzi-Montedison's Italian sugar operation, acquisitions and changes in accounting practices.

The 1992 figures represent the first results produced after Ferruzzi's complex restructuring of its French and Italian sugar and foods interests last year. As a result, Eridania, which held 80 per cent of Béghin-Say's capital, conferred its Italian sugar business and a 30 per cent stake in a starch group co-owned with the French company to Béghin-Say, creating the bigger EBS.

Béghin-Say's profits have only recovered to the levels of 1990, when net earnings amounted to FFr1.05bn. The

subsequent fall stemmed from lower exceptional items and rising debts from acquisitions, including Lesieur (edible oils) and Ducros (spices).

The cost of takeovers in 1992 was reflected in a 55 per cent rise in net debts of EBS to FFr14.55bn.

Mr Renato Picco, chairman, said the group aimed to strengthen its branded foods activities by more takeovers and was interested in the Ciro, Bertoli, De Rica division of the Italian state-owned SME group which is to be privatised.

• Ferruzzi yesterday revealed that it had sold 6.85 per cent of the non-convertible savings shares in the listed Ferruzzi Finanziaria holding company

last month.

Thomson-CSF plunges 35%

By David Buchan in Paris

THOMSON-CSF, the French state-owned military electronics company, yesterday announced a big drop in net profit to FFr1.34bn (\$271m) last year from FFr1.34bn in the previous year, and a small cut in its dividend to FFr8 a share from FFr8.80.

The 35 per cent fall in profits was on a smaller decline in turnover, which dropped by 2.8 per cent to FFr34.2bn. Its financial results were dragged down by a 15.5 per cent stake in Crédit Lyonnais, the state-owned bank which last week

reported provisions and a loss amounting to FFr1.8bn. Thomson-CSF's share of that loss was FFr256m, against a FFr56m profit a year earlier.

Mr Alain Gomez, Thomson-CSF president, yesterday forecast this year's result should not be any worse than last year's, "with a probability, which is not negligible, that it will be better".

This prediction appeared to be based on the hope of a better performance from financial investments. These include a stake in Althus Finance which provided Thomson-CSF with a profit of FFr613m last year, up

more than it had expected.

Fisons' share fell 13 per cent from 1992 to 1993 in heavy trading.

"We are bloody but unbowed," said Mr Cedric Scroggs, chief executive. "This is a disappointment, but it

would be utterly premature to write Fisons off as a small but useful company in pharmaceuticals. Engineering of a full-scale merger with another company is not on the board's agenda."

The company was stopping development of tiptredane, a steroid treatment for asthma, because the drug had failed to show sufficient efficacy in trials.

Possibilities of a hostile bid following the announcement were dismissed by analysts.

Last year the company

stressed only two products in its development pipeline, one of which was tiptredane. Mr Scroggs will fill the gap left by tiptredane by licensing in an asthma drug from another company. "We have had lots of offers of other drugs in recent months that we have turned away. We will go back to those groups."

Fisons lacks a specialist salesforce to market its next most promising compound, an anti-epileptic product called remacemide, expected in 1996.

Lex, Page 16

Fisons halts asthma drug work

By Paul Abrahams in London

FISON'S, the troubled pharmaceuticals and scientific instruments group, yesterday revealed that development of its most promising compound had been halted. The decision casts doubt on the company's long-term independence. Fisons' share fell 13 per cent from 1992 to 1993 in heavy trading.

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All of these securities have been sold. This announcement appears as a matter of record only:

New Issue/March 1993

21,390,000 Shares

ACE
L I M I T E D

Ordinary Shares

J.P. Morgan Securities Inc.

Morgan Stanley & Co.
Incorporated

S.G.Warburg Securities

ABN AMRO Bank N.V.

Bear, Stearns & Co. Inc.

Credit Lyonnais Securities

Donaldson, Lufkin & Jenrette
Securities Corporation

Dresdner Bank
Hausvogteiplatz

A.G. Edwards & Sons, Inc.

The First Boston Corporation

Goldman, Sachs & Co.

Merrill Lynch & Co.

Nomura Securities International, Inc.

Smith Barney, Harris Upham & Co.
Incorporated

SBCI Swiss Bank Corporation
Investment banking

Dean Witter Reynolds Inc.

Sunford C. Bernstein & Co., Inc.

Comings & Company

First Bermuda Securities Ltd.

First Manhattan Co.

Fox-Pitt, Kelton, Inc.

Janney Montgomery Scott Inc.

Paulsen, Dowling Securities, Inc.

The Robinson - Humphrey Company, Inc.

Scott & Stringfellow Investment Corporation

Mercedes confronts Japan on foreign soil

Martin Dickson looks at the German carmaker's decision to build a plant in the US

FIRST BMW, now Mercedes-Benz, Germany's two leading luxury car makers suddenly both want to manufacture cars outside their domestic base and both want to do so in the US. But the bold strategy has its risks.

Mercedes announced on Monday it intended to build a plant in the US, at a cost of about \$300m, which would make a new kind of four-wheel-drive sports utility vehicle. A site would be chosen in the next three or four months, and production of up to 60,000 vehicles a year would begin in 1997. Two thirds of production would go for export, with one third for the US market.

BMW announced last summer it would build a \$350m plant in South Carolina to manufacture up to 90,000 cars a year by 1995, about half of the combined annual US sales of the two companies, at about 130,000 units, is far below the 196,000 peak in 1998.

Keen pricing has been crucial to the success of the Japanese marques and, in spite of periodic accusations that the Japanese were dumping, German manufacturers acknowledge their Asian rivals have a large cost production advantage over them.

Manufacturing in the US, where parts and labour costs are lower than in Germany, should narrow this differential.

Mr Helmut Werner, vice-chairman of Mercedes, says the company's US plant should have production costs 30 per cent below those of its European operations - although the group is in the throes of a cost

drive aimed at cutting European costs by precisely this amount anyway.

Manufacturing in America may help shield the German carmakers from currency fluctuations, since the strength of the D-Mark against the dollar has tended to push up the price of European models when American consumers have been looking for more value from their vehicles.

In the US should give Mercedes and BMW valuable experience in battling the Japanese in the world's biggest and most open car market, before the Japanese launch their inevitable thrust into the European luxury market.

"To be successful in the world, a company has to be successful in the US," said Mr Eberhard von Kuenneben, chairman of BMW, when he broke ground for the company's plant in South Carolina last September.

BMW raided Honda, the Japanese company with the longest manufacturing presence in the US, for two of the top jobs at its South Carolina plant. One of the duo, Mr Al Kinzer, was recently quoted as saying he and his colleague would "glean from the best of what we learned at Honda and put it to use to help BMW".

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Mercedes is taking a risk with the type of vehicle it is building in the US. Entry to the sports utility market is one of the first results of a change in corporate strategy which is to involve it in a broader range of products than its traditional luxury models.

The four-wheel-drive vehicle, will be aimed at the middle of the US market, against competitors such as the Jeep Grand Cherokee and Ford Explorer, selling in the \$20,000 to \$30,000 range, rather than the Range Rover, at over \$40,000.

"There are excellent opportunities to position ourselves with our quality and safety philosophy as a premium car producer in these new market segments," says Mr Werner.

However, the sports utility segment is crowded and fashion-conscious, and Mercedes is not known for reacting rapidly to changing consumer tastes. The US venture could prove a tough test of its new strategy.

Coming battle for Europe's trailer rentals

Angus Foster reports on the impact of GE Capital's agreed bid for TIP Europe

FOR three years, TIP Europe has been struggling as an also-ran in the European trailer rental market. But yesterday's bid by GE Capital, if successful, could kick-start the fortunes of the company and make for an intriguing battle with the market leader, Tiphook.

First, though, GE Capital must convince TIP Europe's shareholders to accept a bid when their company is close to the bottom of its cycle and the share price is low.

One analyst said neither TIP Europe's shareholders nor its management would be proud of the offer price. "But how

long can they wait before continental Europe, and therefore the share price, recover?" he asked.

TIP Europe's troubles started in 1991 when, after two years of boisterous expansion, it was hit by the UK recession. The company breached a banking facility, which prompted a refinancing and the arrival of a new chairman, Mr Jim Davis, and chief executive, Mr David Callair.

Since then the company has fought to control costs and has been reducing its fleet size. Analysts suspect it has neglected spending on information technology and allowed its

fleet to grow older than Tiphook's.

Tiphook is estimated to have about 35 per cent of the market, compared with 18 per cent for TIP Europe. Tiphook has more vehicles in all European markets except Spain.

GE Capital's entry into Europe had been expected since the expiry in 1991 of a "non-compete" agreement it inherited with the acquisition of Gelco, owner of US trailer rental company Transport International Pool. This last company had earlier sold TIP Europe to its management.

Mr Robert Montague, chairman of Tiphook, said the European and US distribution markets were very different. "We are already built up a network," he said. Nevertheless, Tiphook's shares fell 25p to 335p on competition worries yesterday.

Both companies have room for growth in the longer term. Rented trailers make up about 8 per cent of total European trailers, compared to about 25 per cent in the US. The rest are owned.

Although European barriers still exist - for example cabotage prevents some cross border return trips - these barriers are slowly coming down and most analysts expect the European figure to pass 15 per cent by the end of the decade.

Notice of Annual General Meeting

Notice is hereby given that the Annual General Meeting of Aktiebolaget SKF will be held at SKF Kristineberg, Bygdegatan 4, Göteborg, at 3.30 p.m. on Wednesday April 28, 1993.

Annual General Meeting

Notice of Attendance

For the right to participate in the meeting, shareholders must be recorded in the shareholders' register kept by the Securities Register Centre (VPC AB) by Friday April 16, 1993 and must notify the Company before noon Friday April 23 of their intention to attend (Aktiebolaget SKF S-415 50 Göteborg, Tel: +46-31-37 26 52), giving details of name, address, telephone and shareholding.

Dividends

The Board of Directors proposes that no dividend be paid based on the financial year 1992.

Proxy forms are available from:

AB SKF S-415 50 Göteborg, Sweden.

Tel: +46-31-37 26 52 & 37 10 00.

Göteborg, April 1993.

The Board of Directors

SKF

LEGAL NOTICES

PUBLISHED NOTICE OF CREDITORS' MEETING

JOHN MANSON LIMITED

JOHN M

INTERNATIONAL COMPANIES AND FINANCE

GM names new head of worldwide purchasing

By Martin Dickson

GENERAL Motors has unexpectedly named Mr Richard Waggoner, its young chief financial officer, to replace Mr J. Ignacio Lopez de Arriortua, who quit as head of worldwide purchasing last month and controversially joined Volkswagen in Germany.

Mr Waggoner, 40, who was only named chief financial officer last November, will continue to hold that position as well as taking on Mr Lopez's responsibilities.

The move surprised some analysts, who questioned whether Mr Waggoner would be able to devote sufficient time to the purchasing job while wearing two hats, and noted that he had spent much of his career on the financial side of GM, rather than in manufacturing.

Reform of the purchasing system - including pressuring suppliers to cut prices - forms a crucial part of GM's drive to turn its loss-making North American car operations back to profit.

Mr Lopez is believed to have saved GM more than \$1bn in costs during his 10 months in the job. An important element of his success was his obsessive, idiosyncratic and energetic nature.

Mr Jack Smith, GM chief executive, said yesterday daily staff operations of the finance group would be overseen by Mr Leon Kralin, a corporate vice-president, allowing Mr Waggoner to focus immediately on his purchasing responsibilities.

Mr Smith reiterated that the success of the purchasing initiative was vital to GM's competitiveness and said Mr Waggoner brought to the task knowledge of both operations and finance, as well as "creativity, drive and leadership".

Dutch paper group posts profits down by 75%By Ronald Van de Krof
In Amsterdam

KNP BT, the big Dutch paper and packaging group created out of a three-way merger last month, saw net profits plummet by nearly 75 per cent in 1992, underlying the difficult market conditions facing the new company.

Combined pro forma net profit for the three merger partners - the Dutch companies KNP, Stihlmann-Tetraode and VRG - fell to Fl 116m

AMD exceeds forecastBy Louise Kehos
in San Francisco

ADVANCED Micro Devices, the US semiconductor manufacturer, yesterday reported higher-than-expected first-quarter results, although an increase in tax rates caused a dip in earnings.

Revenues for the first quarter were \$407.4m. Net income was \$61.5m before payment of preferred stock dividends.

After the preferred dividend, quarterly net income amounted to \$58.9m, or 62 cents a share. In the same quarter a year ago AMD reported higher earnings of

\$84.9m before the dividend, and \$22.3m, or 50 cents, after the dividend, on the same level of revenues.

AMD said its tax rate in the quarter was 28 per cent, against 15 per cent in the first quarter of 1992 when it was able to carry forward losses and use tax credits to lower its overall tax rate.

It said sales of its 386 microprocessor, used in personal computers, reached record volumes, although prices were "dramatically lower" than a year ago. Reduced microprocessor revenues were more than offset by increased sales of other products, including

non-volatile memory chips. Sales in North America and Europe reached record levels in the quarter, while in Japan they declined, reflecting continued weakness in the Japanese semiconductor market.

"The current market recovery in information technology, with strong demand for computation and communications equipment, plays directly into AMD's strengths," said Mr W. J. Sanders III, chairman and chief executive.

AMD also announced it had signed a definitive agreement with Fujitsu of Japan to build a \$700m semiconductor plant in Wakamatsu, Japan.

Variety unit buys Danish stake

By Andrew Baxter

MASSEY-FERGUSON, the farm equipment group owned by Variety of the US, has taken a one-third stake in a new company formed to acquire the assets of Dronningborg Maskinfabrik, the Danish combine harvester manufacturer.

The deal secures supplies of all the Massey combine harvesters sold in Europe. Dronningborg has been making combines for Massey since 1884, but its future became uncertain when Dania Holding, its parent company, suspended payments to creditors in January.

Corning's income falls 9%By Martin Dickson
in New York

CORNING, the US manufacturer of high technology and glass products, yesterday reported a 9 per cent drop in comparable first-quarter net income, which it blamed mainly on a weak results from businesses in which it has equity interests.

The main culprits were Vitro Corning, its joint-venture houseware products company with Mexico's Vitro, and Dow Corning, which last year was embroiled in controversy over its breast implant products. Corning said the weak

results from these businesses were due to "soft economies in Mexico, Europe and Japan".

Corning's net income totalled \$47.2m, or 25 cents a share, excluding accounting changes and special events, down 9 per cent when last year's figures are adjusted on the same basis. Sales were up from \$741m to \$817m.

Mr James Houghton, chairman, said: "Excluding special events, earnings from consolidated operations increased 8 per cent. However, this gain was not enough to offset the major decline in operations of equity companies."

He added that while the group was not pleased with its overall performance, it did not believe the results were indicative of the full year.

"The March operating results of consolidated companies were below our expectations primarily as a result of a series of manufacturing, distribution and service delivery disruptions caused by unusually severe weather in the US," he said.

He remained optimistic that the full-year performance would reflect the company's record of consistent growth.

Turner shares go ahead on sale report

By Martin Dickson

SHARES in Turner Broadcasting System, the cable television group founded by Mr Ted Turner, rose sharply yesterday as Wall Street reacted to fresh speculation that the company could be up for sale.

Turner's B shares rose 41% to stand at \$24.14 in early trading in New York.

A press report yesterday suggested that Time-Warner, the world's largest media group, and Tele-Communications, the largest cable operator in the US, could be discussing plans to divide many of Turner Broadcasting's assets between them. None of the three parties would comment.

Time and TCI each own about one-fifth of Turner Broadcasting's equity, having rescued the company from debt difficulties in 1987.

Mr Turner, with around 37 per cent of the equity, retains 56 per cent of the votes and thus control.

The fresh speculation follows rumours in February that Turner had been discussing a possible merger with other media companies.

All of these securities having been sold, this announcement appears as a matter of record only.

March 1993

35,200,000 Shares**First Data Corporation**
Common Stock

Global Coordinator

Lehman Brothers

Lehman Brothers International

Bear, Stearns International Limited

Credit Suisse First Boston Limited

Lazard Brothers & Co., Limited

Merrill Lynch International Limited

Salomon Brothers International Limited

UBS Phillips & Drew Securities Limited

S.G.Warburg Securities

Credit Lyonnais Securities

Société Générale

Barclays de Zoete Wedd Limited

Generale Bank

RBC Dominion Securities International

Smith Barney, Harris Upham & Co.

Wood Gundy Inc.

ABN AMRO Bank N.V.

BNP Capital Markets Limited

Banca Commerciale Italiana

Credit Lyonnais Securities

Deutsche Bank

Dresdner Bank

Gruppe Banca Commerciale Italiana

Société Générale

B.M.O. Nesbit Thomson Ltd.

Aktiengesellschaft

NatWest Securities Limited

Barclays de Zoete Wedd Limited

Caisse des dépôts et consignations

Creditanstalt-Bankverein

Banque Indosuez

Fox-Pitt, Kelton N.V.

Goldman Sachs International Limited

Credito Italiano

Donaldson, Lufkin & Jenrette

Generale Bank

N M Rothschild & Sons Limited

J.P. Morgan Securities Ltd.

Fox-Pitt, Kelton N.V.

Salomon Brothers International Limited

Smith New Court Securities Limited

Morgan Stanley International

Paribas Capital Markets

UBS Phillips & Drew Securities Limited

Svenska Handelsbanken

J. Henry Schroder Wag & Co. Limited

ScotiaMcLeod Inc.

S.G.Warburg Securities

London Branch

Swiss Bank Corporation

This branch was offered in Europe.

27,500,000 Shares

Lehman Brothers

Bear, Stearns & Co. Inc.

Donaldson, Lufkin & Jenrette

The First Boston Corporation

Goldman, Sachs & Co.

Lazard Frères & Co.

Merrill Lynch & Co.

Morgan Stanley & Co.

Salomon Brothers Inc.

Smith Barney, Harris Upham & Co.

Sanford C. Bernstein & Co., Inc.

Dillon, Read & Co. Inc.

A.G. Edwards & Sons, Inc.

Robert F. Fleming Inc.

Hambrecht & Quist

Kemper Securities, Inc.

Kidder, Peabody & Co.

Montgomery Securities

J.P. Morgan Securities Inc.

Nomura Securities International, Inc.

Oppenheimer & Co., Inc.

Prudential Securities Incorporated

Robertson, Stephens & Company

UBS Securities Inc.

S.G.Warburg Securities

Wertheim Schroder & Co.

Dean Witter Reynolds Inc.

Advest, Inc.

Arnhold and S. Bleichroeder, Inc.

Wainwright & Co.

Hambrecht & Quist

First Manhattan Co.

Furman Selz, Gerard Klauer Mattison & Co., Inc.

Wainwright & Co.

Incorporated

Legg Mason Wood Walker

Grundl & Co., Incorporated

Janney Montgomery Scott Inc.

Dain Bosworth

Piper Jaffray Inc.

Rauscher Pierce Refnes, Inc.

Ladenburg Thalmann & Co. Inc.

Incorporated

Scifel, Nicolaus & Company

Sutro & Co. Incorporated

Neuberger & Berman

Incorporated

M.R. Beal & Company

Bream Murray, Foster Securities Inc.

Rothschild Inc.

Stephens Inc.

Dolev Securities, Inc.

Fahnestock & Co. Inc.

Tucker Anthony

Wheat First Butcher & Singer

Gabelli & Company, Inc.

Interstate/Jackson Lane

Wainwright & Co.

Incorporated

Pennsylvania Merchant Group Ltd

Josephthal Lyon & Ross

D.A. Davidson & Co.

Duff & Phelps

Ragen MacKenzie

The Principal/Eyler, Guerin & Turner, Inc.

First Equity Corporation

First Michigan Corporation

Muriel Siebert & Co., Inc.

Raymond James & Associates, Inc.

Fidelity National Financial Inc.

Incorporated

Martin Simpson & Company, Inc.

The Robinson-Humphrey Company, Inc.

Fox-Pitt, Kelton N.V.

Incorpor

INTERNATIONAL COMPANIES AND FINANCE

Poland's banking privatisation given \$12.7m injection

By Christopher Bobinski
in Warsaw and Anthony
Robinson in London

POLAND'S long-delayed bank privatisation programme got under way yesterday following a decision by the European Bank for Reconstruction and Development (EBRD) to invest 210bn zlotys (\$12.7m) in Poland's Wielkopolski Bank Kredytowy (WBK) ahead of a public share offer due to open next week.

The government hoped to attract a foreign commercial bank to buy into the WBK, the first of nine state-owned commercial banks carved from the National Bank of Poland (NBP), the central bank, four years ago.

However, the Polish finance ministry, advised by Shroders, the UK merchant bank, was unable to find a foreign bank willing to take a minority stake at this stage.

The EBRD has spent six months running a due diligence examination of the bank's loan portfolio. It agreed to acquire 28.5 per cent of the WBK's equity, while private foreign and domestic investors are being offered 1.74m shares, or 27.2 per cent, through the public share offer.

Last year, WBK reported a net profit of 23.4bn zlotys on a balance sheet of 14,652.7bn zlotys. That followed a 1991 loss of 705.6bn zlotys, due largely to provisions for bad debts on a balance sheet worth 11,367bn zlotys.

The WBK remains relatively unencumbered by bad loans and has swapped debt owed by the Warsaw steelworks for equity in the company's \$200m joint venture with Lucchini, the private Italian steelmaker.

More than one-third of the bank's loan portfolio, some 2,569bn zlotys, has been classified as "doubtful and overdue", with provisions set at 1,100bn zlotys. More than 40 per cent of

the bank's loan portfolio is with private-sector companies.

The share price for the public offer has been set at 115,000 zlotys, giving the WBK a price equity ratio of 2.7, roughly comparable to the 16 stocks now being traded on Warsaw's fledgling stock exchange.

The state treasury will retain a 30 per cent stake. The bank's 3,500 employees are to be offered 14 per cent at half the price of the shares on offer to the general public.

At least two foreign banks are considering a stake. Mr Guy de Selliers, the EBRD's deputy head of merchant banking, said in London.

The EBRD has already committed Ecus50m (\$649m) to Poland, and the stake in the WBK is not only its largest investment in a financial institution in Poland but also the forerunner of similar investments elsewhere in central Europe. Half the estimated \$1.6m (\$3.27m) cost of the WBK sale is being borne by the British government's Know How Fund.

The Polish government is continuing to look for foreign commercial banks willing to take important stakes in the nine commercial banks up for privatisation, Mr Jerzy Osiatynski, the finance minister, confirmed yesterday.

Next on the list is the forthcoming disposal of the Bank Slaski, which is being handled by Paribas.

The WBK has 41 branches and 253,000 clients with deposits of 9,600bn zlotys. It is receiving management advice from the Allied Irish Bank under a three-year "winning" contract.

The EBRD's present investment in the WBK will bring the bank's capital adequacy ratio up to 12 per cent, the general target for the government's World Bank supported domestic bank debt restructuring programme.

Tense house of Tata stands divided against itself

Stefan Wagstyl looks at the bitter war of succession engaging two generations of managers in Bombay

THE HOUSE of Tata, India's largest business group, likes to exude an air of quiet authority.

Its Bombay headquarters, a drab brown building with brass plaques by the door, resembles an old-fashioned merchant bank. A bust of the group's 19th century founder commands the entrance hall. From the day executives start, they are taught that Tata's greatest asset is the Tata name.

But Tata's self-assurance has been disturbed by a bitter boardroom battle at Tata Iron and Steel (Tisco), its flagship company. The fight centres on the last-ditch effort by Mr Russi Mody, Tisco's flamboyant 75-year-old chairman, to delay his enforced retirement.

Ranged against him are Mr J.R.D. Tata, the group's 88-year-old patriarch, and Mr Ratan Tata, 55-year-old cousin and chosen heir. Last month, Mr Mody stormed out of a Tisco board meeting when the issue of his retirement was raised. The board decided that Mr Mody should leave this year, but the exact date will involve delicate negotiations.

The battle highlights the difficulties India's family-based businesses face in satisfying the conflicting ambitions of family members, professional managers, and shareholders.

Tata Sons, the group's privately-owned nerve centre, mostly holds only small stakes in its large publicly-listed operating companies, which have a combined annual turnover of \$4.5bn in everything from lorries to lipstick, as well as steel, cement and chemicals.

Mr Ratan Tata, a thoughtful man who took over as chairman of Tata Sons from Mr J.R.D. Tata in 1981, says his aim is to bring greater focus and cohesion to the group. To succeed, he must stamp his authority upon the group's ageing chiefs - including Mr Mody - and promote a new generation of managers.

Mr Ratan Tata's task might have been easier if he had started sooner. His advance to the chairmanship of Tata Sons was delayed by Mr J.R.D. Tata's determination to stay at the helm. Even now, the elder Tata remains on the Tata Sons board, creating the impression that Mr Ratan Tata is not yet his own master.

Mr Ratan Tata's reluctance to retire is understandable. He had run Tata since taking over at the early age of 34 in 1958; he founded Air India - subsequently nationalised - and piloted its first flight.

His easy-going manner endeared him to managers and workers alike. At Jamshedpur, Tisco's home and a company town of 700,000 inhabitants, the annual founder's day ceremony turned into acts of homage to the greatest living Tata.

Mr Mody was Mr J.R.D. Tata's ablest protege. He was outside the family, but like the Tates he is a Parsee, a member of a wealthy and close-knit religious community which survives in Bombay centuries after its ancestors fled persecution in Persia.

While Mr Tata directed the group from Bombay, Mr Mody ran the steelworks at Jamshedpur, presiding over decades of strike-free production. He is also a pilot, an accomplished chef and a pianist. As a student at Oxford, he once accompanied the violin-playing Albert Einstein.

A man of modest height and great ambition, he compared himself with Napoleon and once declared that Harrow School, his alma mater, had produced only three great men in the 20th century: Winston Churchill, Jawaharlal Nehru, and Russell Mody.

When Mr J.R.D. Tata finally indicated in his early 80s, that he was preparing to retire, Mr Mody saw himself as the natural successor. Family ties and the advantage of youth favoured Mr Ratan Tata.

Mr Ratan Tata, who had studied engineering and architecture in the US before work-

ing his way up the group, inherited a tricky position. Tata's cohesion was based less on intra-group shareholdings - as low as 8 per cent in Tisco - than on Mr J.R.D. Tata's personal authority.

The crunch came when Tata Sons' board last year passed a resolution requiring all group managing directors to retire at 65 and chairmen at 75. Mr Mody claimed that the resolution was aimed personally at him.

The public feuding ended last summer, but tensions remained high in Tisco with Mr Mody and Mr Irani barely on speaking terms. The atmosphere was poisoned by, among other things, a dispute about whether Tata should bid take over a state-owned steel plant which the government wanted to privatise. Mr Mody was in favour. Mr Irani refused

fight. Mr Mody admitted defeat, but managed to secure a compromise - the right to remain as non-executive chairman with some executive powers, including control of exports, with Mr Aditya Kashayap, his close friend and protege to assist him.

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Thoughtful: Ratan Tata

on the grounds that Tisco was in the middle of a large-scale factory modernisation programme.

The two men also quarrelled over a \$1.5m private jet which appeared in Tisco's hangars in Jamshedpur airport in 1990. According to Mr Mody, the Citation aircraft was sent to India by Korf, a large German engineering concern and a joint-venture partner of Tisco. It was intended to be used by Korf personnel and remains Korf's property, says Mr Mody.

The plane has been flown almost exclusively by Mr Mody, its running costs have been paid by Tisco companies, and it is regarded by Tata employees as Jamshedpur as the chairman's personal toy.

The argument is not trivial since Indian foreign exchange law forbids Indians from buying imported private jets.

Mr Mody says he has no regrets about the way he has been treated by the Tata family.

"They treated me like a prince," he says. But he believes that after his years of service he should not have retired.

Mr Ratan Tata says the retirement rules must apply to everybody. Everybody, that is, except Mr J.R.D. Tata. "J.R.D. is unique," he says. And, Mr Mody might add, he is also a Tata.

Peregrine soars to HK\$607m

PEREGRINE Investments, the holding company for the Hong Kong merchant bank Peregrine Capital, yesterday posted net profits 101 per cent ahead at HK\$607.8m (\$78.6m) for 1992, up from HK\$302.9m the year before, helped by strong brokerage and corporate finance activities. AP-DJ reports from Hong Kong.

Mr Philip Tose, chairman, said the group's merchant banking activities retained their leading position in the colony in underwriting local rights issues and initial public

offerings, as well as mergers and acquisitions.

Peregrine Capital was a pioneer and market leader" in sponsoring Chinese enterprises seeking to be listed on the Hong Kong stock exchange, he said. In 1992, it participated in more than 40 fund-raising exercises, involving total funds of more than HK\$15bn.

Mr Tose said the bank had built a big presence in China. The People's Bank of China, the country's central bank, had allowed it to open an office.

Offerings, as well as mergers and acquisitions.

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Mystery buyer of Fairfax stake

By John Burton in Seoul

SAMSUNG Electronics, South Korea's largest electronics and semiconductor manufacturer, has acquired a 20 per cent shareholding in Array Microsystems, a US producer of digital signal processing (DSP) chips which are used in high-definition television and multimedia products.

Samsung Electronics said that it wanted to develop DSP chip technology with Array. It

Samsung acquires 20% of US microchip maker

has co-operated with Array since December 1990 in developing and marketing image compression chips for HDTV.

Samsung is developing an HDTV system with its sister subsidiary, Samsung Electron Devices.

The Array shareholding is the latest in a recent series of ventures that Samsung has concluded with foreign semiconductor makers, including a licensing agreement with Toshiba for flash memory chips.

All of these securities having been sold, this announcement appears as a matter of record only.

NEW ISSUE

2,500,000 Shares



Ethical Holdings

Ethical Holdings plc

American Depository Shares
Each Representing One Ordinary Share

Volpe, Welty & Company

Needham & Company, Inc.

Robert Fleming & Co. Limited

Hambrecht & Quist
Incorporated

Kleinwort Benson Limited

Montgomery Securities

Nomura Securities International, Inc.

Salomon Brothers Inc

Robert W. Baird & Co.
Incorporated

William Blair & Company

Equitable Securities Corporation

Hayes & Griffith, Inc.

Janney Montgomery Scott Inc.

Laidlaw Holding Inc.

Mabon Securities Corp.

The Robinson-Humphrey Company, Inc.

TradeCo Global Securities, Inc.

Unterberg Harris

Vector Securities International, Inc.

Wessels, Arnold & Henderson

Carrefour

SALES, TAXES INCLUDED
AS OF MARCH 31, 1993

	March 1993 (in Ff millions)	% March 93/ March 92	8 months ended March 31, 1993 (in FF millions)	% cumulated March 93/ March 92
GROUP SALES	11,207	12.9	31,817	5.2
FRANCHI	7,606 (1)	9.6 (1)	21,387	0.2

(1) Sales provided by 116 stores compared to 128 at March 31, 1992 due to the disposal of some Euromarché stores

Notice of Payment of Principal Installment and Interest

Siderca S.A.C.

(INCORPORATED IN ARGENTINA)

Notice is hereby given of the payment on May 7, 1993 of the second installment of principal and the third payment of interest on the 10% Negotiable Obligations - Class 1991.

The payment of the principal installment will be equal to 11.11% of the face value of the Negotiable Obligations.

For the 179-day 60-day basis interest period from November 9, 1992 to May 7, 1993 interest will be payable in US Dollars per \$1,000 denomination, \$44.35 per \$10,000 denomination, \$441.90, and per \$100,000 denomination, \$4,419.80.

The corresponding payment of principal and interest shall be effected upon presentation of Coupon No. 3, as of May 7, 1993, in the respective Paying Agents as follows:

Bank of New York
46 Berkeley Street
London W1X 6AA, England
Between 9:00 a.m. and 4:00 p.m.

Banque Bruxelles Lambert
Ave Marne 24
B1050 Brussels, Belgium
Between 9:00 a.m. and 4:00 p.m.

Banco Rio de Plata
Bariloche Matz 450 - 8th Sub.Paseo

Buenos Aires, Argentina
Between 10:00 a.m. and 3:00 p.m.

Bank of New York
as Fiscal Agent

(Payment in Buenos Aires requires five Business Days prior to presentation.)

April 7, 1993

Announcement of Annual General Meeting

Our shareholders are invited to attend this year's Annual General Meeting, which

will take place on Tuesday,

جذامن الاتصال



We have a very special bonus
for your European
communications requirements.

Our location

With the single market now a reality and new
freedoms emerging in the East, Europe is taking on
a very interesting economic perspective.

For European companies as well as the rest of the world. However, one of the most important prerequisites for more effective and successful economic cooperation is obviously an efficient telecommunications system. Telekom is Europe's largest telecommunications company.

It has the most advantageous location in Europe. It is at home in Europe's biggest import and export market – the Federal Republic of Germany. And in our domestic market, we have established one of the world's most effective communications infrastructures. As a result, we provide international companies with communications networks, linking them to Germany, to Europe and to the world. We plan and organise tailor-made services and can offer complete solutions for any communications problem you might have. Just contact us. You will find us in all of the world's most important marketplaces. Communications Networks made in Germany.



We tie markets together.



Deutsche Telekom

INTERNATIONAL CAPITAL MARKETS

Hopes of repo rate cut boost German government paper

By Richard Waters in London
and Martin Dickson
in New York

EUROPEAN bond markets rose strongly yesterday, spurred by weak economic data in Germany and hopes of a cut in the key German money market rate today.

Ten-year German government bonds jumped by half a point as a rumour swept the market that the Bundesbank had indicated to several institutions that it would accept bids as low as 8.05 per cent in today's 14-day repo tender. This compares with the 8.17 per cent at the last repo.

Several traders and analysts reported that institutions they

FT FIXED INTEREST INDICES

	April 5	April 2	April 1	Mar 31	Year	High	Low
Bond Secs (UK)	96.92	96.84	97.10	96.88	95.37	95.04	93.28
Float Interest	112.78	112.85	112.32	112.67	109.37	113.63	108.67
FTSE 100 Government Securities Index (1970=100)	122.40	121.05	121.45	121.05	118.05	121.75	118.05
Float Interest high since inception: 112.85 (BSE), low 105.35 (FTSE)							
10-day average	117.5	122.3	125.5	125.8	124.4		
SE activity index revised 107.4							

GEI EDGED ACTIVITY

Indicator	April 5	April 2	April 1	Mar 31	Mar 30
Gilt Edged Bargain	92.5	102.6	125.5	141.7	124.4
10-day average	117.5	122.3	125.5	125.8	124.4
SE activity index revised 107.4					

SE activity index revised 107.4

ployment rose by 56,000, while manufacturing orders showed an annual decline of 13.6 per cent. On top of weak industrial production figures last week, it was enough to reinforce market confidence.

Also, the Bundesbank was expected to engineer a further cut in money market rates to leave room for the long-awaited cut in the French five to 10-day rate, which is expected tomorrow.

While cash bonds rose half a point, the June bond futures contract on Liffe rose from 85.25 to close at around 95.82, close to its high of the day.

■ THE yield on 10-year French bonds fell by around seven basis points, in line with their

German counterparts, as the market continued to be buoyed by a strong franc and the prospect of an interest rate cut.

At 56 basis points, the yield spread between bonds and OATs hovered at its lowest for many months, and sharply lower than before the French elections, when it stood some 25 to 30 basis points higher.

But analysts warned that 10-year bond yields were unlikely to advance much further relative to Germany in the short-term.

The franc remained firm yesterday, at FF13.35 to the D-Mark, while cash money stood at around 10.5 per cent, unmoved, leading to a slight flattening of the yield curve.

The long gilt future on Liffe opened at 105.52 and rose early in the day, ending

near its high at around 106.52.

■ WHILE other European markets were firm, Spanish government bonds dropped sharply on political uncertainty. The yield on 10-year bonds jumped by more than 20 basis points as the peseta fell on signs of deepening divisions in the ruling Socialist party.

GOVERNMENT BONDS

had talked to and which were bidding in today's tender denied they had been approached, helping to dampen hopes of a large cut. But weak economic data left most analysts expecting a cut in the repo to 8.12 per cent or even 8.10 per cent today.

Seasonably-adjusted unem-

ployment rose by 56,000, while manufacturing orders showed an annual decline of 13.6 per cent. On top of weak industrial production figures last week, it was enough to reinforce market confidence.

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■ THE yield on 10-year French bonds fell by around seven basis points, in line with their

trading at tight levels.

But dealers said that mainstream investors were not very interested in the short end of the market. However, there was demand from asset swap partners, who were able to swap the bonds into floating-rate assets paying about 30 basis points above the London interbank offered rate (libor).

In the French franc market, two large deals by Société des Chemins de Fer français (SNCF), the French national railway, dominated the day's trading. SNCF launched a FF1bn issue due 2008, consisting of a FF1bn international tranche, and a FF1.5bn domestic offering due 2006.

Dealers said that the FF4bn 15-year deal via Credit Commercial de France met strong demand, particularly from international investors, who are expected to account for more than half the paper

placed. SNCF did not swap the proceeds, taking the opportunity to lock in historically low 15-year rates.

Also in the French market,

Alcatel launched a FF2bn five-year deal via Société Générale, priced to yield 55 basis points over the curve.

Elsewhere, the Republic of

Finland, which has been rumoured in French francs in recent weeks, launched a SF200m five-year issue via UBS.

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■ Moody's Investors Service, the US agency, has lowered the credit ratings of two Japanese trust banks due to asset quality problems and a poor outlook on long-term profitability. Emalco Terazono writes in Tokyo.

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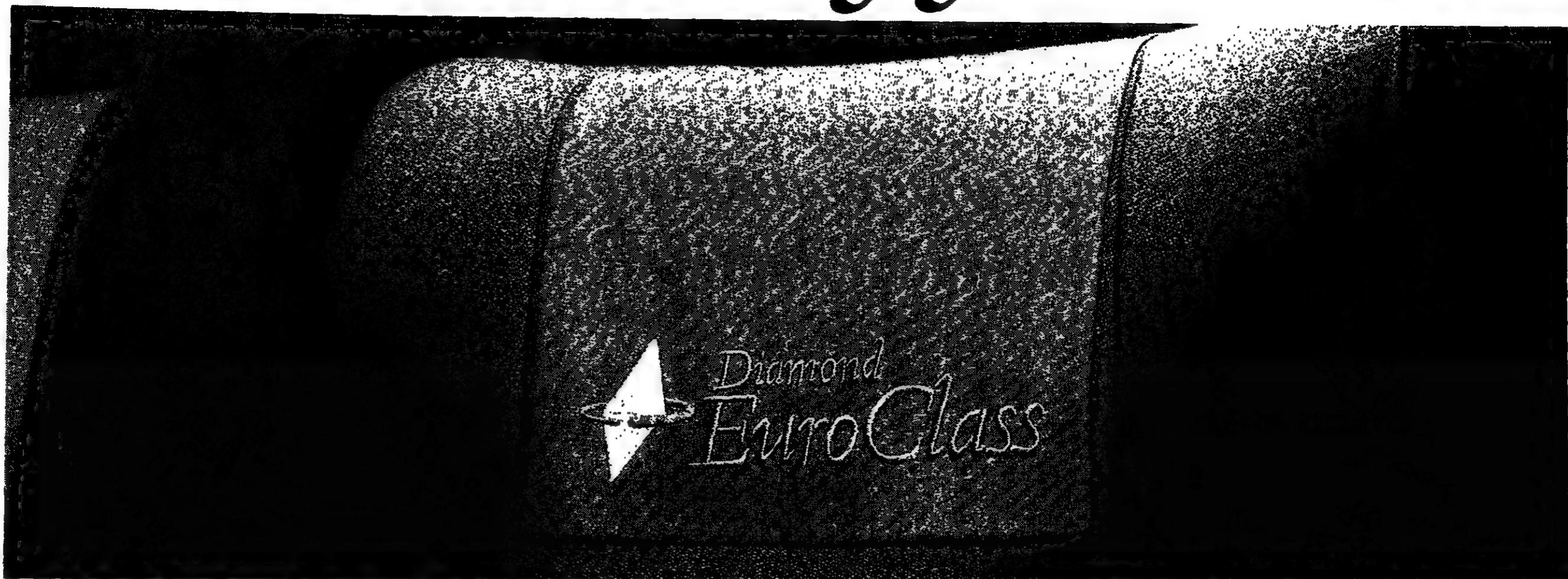
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"You can't fly in Business Class and have a choice of fares."



Oh yes you can.

For too long, flying Business Class has meant one, expensive, take-it-or-leave-it fare.

But enough is enough.

British Midland's new Diamond EuroClass offers a choice of Business Class fares for a choice of business needs - a fully flexible Executive Return, our innovative 3 Day Executive Return, and Eurobudget for trips with a flexible return time.

All three give Business Class passengers top class service in a separate cabin. All three entitle you to advanced seat assignment, priority check-in and priority disembarkation.

And all three save you serious amounts of money. Even the most expensive Diamond EuroClass fare will be no more than other airlines' normal Economy fares.

For example, you can save over £80 on a return trip to Amsterdam, more than £100 to Brussels, as much as £138 to Paris.

With a new 4-flights-every-week-day Heathrow to Frankfurt service launched on March 28th, British Midland Diamond EuroClass finally brings European Business Class travellers what they've been demanding for years.

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To:	Return Saving	Return Saving	Return Saving
AMSTERDAM	£26	£56	£84
BRUSSELS	£46	£76	£106
PARIS	£48	£78	£138
FRANKFURT	£36	£100	£121
DUBLIN	£48	£85	£83
NICE	£126	£172	£179
PALMA	£96	£134	£194

Compared to other airlines' full Business Class return fares.

BM British Midland
THE SERIOUS ALTERNATIVE

COMPANY NEWS: UK

High exposure to German car producers but devaluation helps

Laird improves to £36.2m

By Richard Gourlay

LAIRD GROUP, maker of car components and industrial products, yesterday reported sharply higher profits for 1992 as investments in plant that supplies new models came on stream.

Pre-tax profits rose from £21.8m to £36.2m, on sales up 15 per cent at £200.7m.

The results have been prepared on the basis of PRS 3 accounting principles.

Profits from continuing operations rose from £38.2m to £39.5m. Earnings on this basis rose 21 per cent to 20.8p.

Earnings per share under PRS 3 rose from 12.3p to 18.7p; the company has already declared a second interim of 6.3p, giving a total of 10.5p, up 3 per cent.

Mr John Gardiner, chairman, said demand from the auto industry would be lower in continental Europe this year, where Laird has a particularly high exposure to German car producers, but sterling's devaluation would help offset this effect.

The fall in volume should to some extent be offset by the increased value added of prod-

ucts being fitted to new models.

The big increase came in the sealing systems division where operating profits rose from £13.8m to £22m on sales up 26 per cent at £223.5m.

Industrial products, which are also mainly directed towards the auto industry, rose sharply to £15.5m (£12.7m) or sales up 17 per cent at £178m.

Profits in the service industries division, however, fell from £10.1m to £7.5m on sales up slightly at £179.8m.

The US printing operations suffered a setback and the group had to reorganise its plastics distribution division.

Following last year's rights issue, interest charges fell from £2.4m to £2.8m and gearing was about 10 per cent.

COMMENT

On the face of it, Laird's markets look less than healthy. German car production could well be down 20 per cent this year. Even if the group is appearing on the "right" models, like the new Astra, VW and Peugeot, the group cannot avoid the effect of a slow down in car production elsewhere in Europe. What is more, Laird's



John Gardiner: lower demand in continental Europe this year

US sales indicate that the market is not recovering as robustly as some have suggested. As a result, profits are likely to be flat at £36m this year, giving earnings of 18.7p, stripping out the £5m settlement proceeds from a 10-year old litigation. This puts the shares on a market rating

of about 16 times. Laird is, however, one of the few motor component companies not to have recovery already factored into its share price. Should recovery not emerge on cue, the company's sound dividend and yield premium might yet look tempting for investors wanting exposure to motors.

Stagecoach gets £134m market value

By Peggy Holling

STAGECOACH, the Scottish-based company which operates bus services in the UK and Kenya, Malawi and New Zealand, is coming to the market via a placing and offer valuing the company at £134m.

Some 11.7m shares priced at 11.2p will be offered to the public and a further 21.8m will be placed with institutions. The company aims to raise some £30.6m to fund acquisitions.

The offer and placing have been fully underwritten by Nobe Grossart.

Stagecoach, founded by a brother and sister team in 1980 to take advantage of the privatisation of Britain's bus services, forecast pre-tax profits at least 56 per cent

ahead to 212.8m for the year ended April 30.

Earnings per shares are forecast to be no less than 7.3p for 1993. The company said the offer price represented a prospective p/e of 14.4.

The notional dividend of 3.8p for 1993 offered a yield of 4.2 per cent.

The allocation of the offer will be announced on April 30, and dealings are expected to commence on April 27.

Mr Brian Souter, chairman, and his sister Mrs Ann Gloag, managing director, will own 56 per cent of Stagecoach after flotation.

COMMENT
The pricing of this issue has been finely tuned, leaving little chance of the stock

opening to what some have called a "monster premium". The UK businesses, considered to be the gold in the Stagecoach carriage, appear to be on a market rating.

Looking further out, investors might find difficulty with marketability, since the industry is relatively unknown to the City. There are also questions about the quality of the overseas businesses and the UK regulatory environment, with the government already muttering about some industry practices.

On the other hand, Mr Souter and Mrs Gloag have proven themselves to be class managers and, more importantly, have a successful track record. There is much to go for, with some 36 per cent of the UK bus market left to be privatised. The issue is almost certain to receive enthusiastic support.

RJB Mining brings flotation forward

By Roland Rudd

RJB MINING, the Nottinghamshire-based coal mining group, has brought forward its flotation to May or June to take advantage of the impending privatisation of British Coal.

Mr Richard Budge, chief executive, said: "The planned flotation will help us expand the group's business at a time when there are significant opportunities for private mining companies to operate underground mines which BC will cease to run."

Before the government's recent white paper on coal, the company was expected to float at the end of 1993 or the beginning of next year. The white paper said BC must license to the private sector any pits it does not want.

The flotation is expected to capitalise the company at more than £100m. In the year to December 31 it increased operating profits from £14.2m to £16.4m on sales of £73.9m.

RJB has signed a five year contract to supply National Power and an interim agreement to supply PowerGen. Last year it produced 1.5m tonnes of coal, equivalent to about 10 per cent of UK opencast coal production.

Gartland and Whalley set up new company

By Catherine Milton

ENTREPRENEURS Mr Tony Gartland and Mr Jeffrey Whalley are part of a team which yesterday set up a new group by bringing together a coin handling equipment maker and an optical products manufacturer for £24m.

The move is the first of significance made by the previously high-profile pair in their latest vehicle, the Gartland and Whalley company.

Mr Gartland and Mr Whalley, as directors of the FKI engineering company, presided over its acquisition-led high growth rates in the 1980s, including the purchase of Babcock, the contracting company in 1987 - a deal which was undone some two years later.

Mr Gartland and Mr Whalley left executive employment

Lord Boardman to head Heron

By Vanessa Houlder,
Property Correspondent

HERON International, the property and trading group that is in the final stages of a £1.4bn financial restructuring, has appointed Lord Boardman as non-executive chairman.

Lord Boardman, a former chairman of National Westminster Bank - which is a member of Heron's five-bank creditors steering committee - will take up his post once the restructuring is complete.

The appointment of a new chairman to replace Mr Gerald Ronson, the company's founder, was heralded last October when the company announced its outline restructuring proposals.

Mr Ronson, who will remain as chief executive, said: "I have worked with Lord Boardman in the past and I am delighted that someone of his obvious stature and experience will be joining the board as chairman."

Boardman said it would shortly be making an announcement to bondholders about its refinancing. "The restructuring process continues to proceed well," it said.

Final proposals on the restructuring, which involve the conversion of debt to equity, were sent to the company's bankers in February.

The company also plans to appoint two new non-executive directors, who are acceptable to the bank's steering committee and to bondholder representatives.

The two existing non-executive directors, Mr Tony Royle and Mrs Gill Ronson, will retire on completion of the restructuring.

Heron's restructuring talks originally began in March 1992, after a downturn in its property portfolio and losses in its trading operations eroded its assets to a deficit of some £235m at March 31 1992.

Millwall makes £3.2m rights to ensure stadium completion

By Jane Fuller

MILLWALL Holdings, the USM quoted football company, has launched a £3.2m rights issue to rescue its fortunes by ensuring the completion of a new stadium, writes Jane Fuller.

The 3-for-2 issue, at 2p a share, represents a fresh start for the loss-making club, which will become only one of the attractions at the new 20,000-seat arena.

The new London Stadium, which replaces The Den this summer, will be managed by Ogden Entertainment Services, one of the US's largest venue operators.

Mr Reg Burr, Millwall's chairman, said the issue proceeds would bridge a gap between the £1m already spent on the Senegal Fields development and the £4m

needed to complete it. "Should the stadium not be completed, the group would face serious financial difficulties."

The bulk of the cash has come from selling The Den and in grants from Lewisham Council and the Football Trust, leaving the company without debt. It does, however, continue to lose money - £740,000 (£1.1m) in the six months to November 30 on sales of £1m. This was offset by £780,000 from player sales.

Millwall Holdings will change its name to New London Stadium to reflect the fact that the club's 25 games will make up only a third of the programme.

Its share price slipped from 5p to 3.5p yesterday.

The rights issue is underwritten by the brokers Townsley & Co.

Steering committee approves new figures for FT-SE indices

THE FT-SE Actuaries Share Indices Steering Committee yesterday approved the calculation of total return figures for the FT-SE 100, FT-SE Mid 250, FT-SE Actuaries 350, FT-SE SmallCap and FT-Actuaries All-Share indices.

Daily publication of these figures in the FT will start on July 1.

Extracts from the committee's announcement follow:

"The total return figures will be able to take account of both price performance and income received from dividends and will provide a way for investors to judge more accurately the return on their investments. The new figures will be calculated gross of tax and will assume that the dividends and tax credit are reinvested immediately on the ex-dividend date. The published ex-dividend data will also allow investors to calculate the figures net of tax."

"The figures will be calculated at the close of each trading day, and will be published in the Financial Times and on Topic."

"Donald Brydon, chairman of the committee, said: 'Investors, both professional and private,

will now be able to compare the overall performance of their investments with a recognised standard for the first time. The performance of fund managers is measured in terms of total return on investment, rather than purely in terms of price movements in the market, and the new figures reflect this.'"

The method for calculating the total return indices was recommended by a working party set up by the Institute of Actuaries and the Faculty of Actuaries, chaired by Mr David Wilkie of R Watson & Son.

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Mr Richard Hanwell, chairman, said that while the banks continued to support SHT they had made clear substantial additional reductions must be made in the near future. Two disposals, understood to be of US-based operations, are at an advanced stage of negotiation.

Mr Macdonald commented:

"Our first objective has to be to get our debt down to an acceptable level and then see what is left."

Losses per share before extraordinary items were 14p (15p), and 55.5p (6.5p) including them.

Losses mount as SHT tries to cut debt

By Roland Rudd

SCOTTISH HERITABLE Trust, the mini-conglomerate, yesterday announced pre-tax losses, including exceptional items, of £5.03m for 1992.

This compares with a £792,000 pre-tax loss last year but does not include extraordinary charges of £14.9m (£1.85m). These included £3.3m in respect of goodwill attributable to businesses sold, where previously it had been written off to reserves at the time of acquisition.

The charges also includes provisions for losses made on the disposal since the start of

1993 of three companies and the write-down of net assets of other group companies to their current market value.

The sale during 1992 of Standard Fireworks and hospital equipment manufacturer Hoskins and non-consolidation in 1992 of turnover from Scottish Heritage Inc, contributed to a drop in turnover to £24.6m (£36.5m). There is no dividend.

The group's current level of debt is about £30m; its net assets are £4.7m. Mr Stuart Macdonald, chief executive, confirmed that gearing is currently about 600 per cent.

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In response to the problems

Mr Simons has reordered the

investment priorities within the company.

Most attention will focus on the 500 core Gateway stores. The Food Giant discount supermarket chain will be doubled to about 40 stores while the expansion of the Somerfield chain has been put on temporary hold.

Mr Simons' priority is to ensure the stores are properly stocked and pricing becomes more competitive. A rolling refurbishment programme of the main chain of stores is also underway.

He plans to merge most of the different business units within Gateway's head office in Bristol to make a more efficient organisation.

Even if the business plan proceeds as smoothly and efficiently as Mr Simons hopes, a possible flotation of the stores in three to five years is unlikely to raise more than £500m, although the company says it has no price in mind.

RESULTS FOR THE YEAR ENDED 31 DECEMBER 1992

- Pre-tax profits up 16.4% to £23.4 million.
- Earnings per share up 13.9% to 23.0 pence.
- Dividends per share for the year up by 17.9% to 14.5 pence.
- Premium income up 22% to £289 million.
- New life annual premiums up by 26% to £25.9 million.

	1992 £m	1991 £m
Premiums — Life	200.6	165.8
— General	86.1	71.7
Life business profits	11.2	10.7
General business underwriting loss	(1.9)	(4.0)
Shareholders other income and expenditure	14.1	13.4
Profit attributable to shareholders	18.9	15.6
Dividend per share	14.5p	12.3p
Earnings per share	23.0p	20.2p

The board recommends the payment of a final dividend of 9.5p per share to be paid on 20 May 1993 to shareholders on the register at the close of business on 29 April 1993.

The notice for the annual general meeting to be held on 7 May 1

COMMODITIES AND AGRICULTURE

Copper at lowest point since 1988

By Kenneth Gooding,
Mining Correspondent

COPPER, THE one London Metal Exchange-traded metal to have remained buoyant despite recession in most of the world's industrialised countries, came under severe selling pressure yesterday and the price in US dollar terms dropped to its lowest point since June, 1988.

The price of copper for delivery in three months dropped by \$52 a tonne to close in London at \$2,090, some \$300 below the \$2,300 peak it reached earlier this year.

Mr William Adams, analyst at Rudolf Wolff, part of the Noranda natural resources group, said there was a substantial volume of selling from the Far East and by China yesterday which forced the copper price down through the psychologically-important \$2,100 a tonne level.

"However, with the US economic recovery still looking strong, it is difficult to get too bearish," he added. Mr Adams pointed out that LME option declarations are due today so "the markets are expected to be volatile."

Mr Neil Buxton, analyst at

Change in Russian diamond trade urged

By Layla Bouton in Moscow

RUSSIA would make more from the diamond trade if it abandoned its right to sell 5 per cent of its production and put everything through De Beers' Central Selling Organisation (CSO), according to a senior Russian diamond industry executive.

Mr Sergei Ulin, a director of Almaz-Rossii Sakhra (ARS), the state-dominated company which produces and markets Russian diamonds, believes "it's quite evident that changes are required". In the past he has defended Russia's 1990 agreement with De Beers under which 95 per cent of rough diamond exports must go through the CSO.

"The world is very different from when we signed the agreement, and we are different too," Mr Ulin said. He now believes that the separate sale of 5 per cent - agreed so that Russia had a means of checking the price it was paid by De Beers - is undermining the CSO's "one-channel" system which aims to keep prices as high as possible.

Some parliamentarians and the State Committee for Precious Stones and Metals have on the contrary complained that 5 per cent is too little and that the sales are only allowed in Moscow.

"I don't believe that 5, 10, or 15 per cent, whether it is sold in Moscow or anywhere else, will give us the information which we would like to have," Mr Ulin said. It would be better for Russian representatives to attend De Beers' diamond sales or "sights" in London as did some other producers to ensure fair play.

He also clarified ARS's plans to overhaul, along market lines, the system whereby rough stones are sold to Russian-based diamond cutters. This will consist of holding sights for cutters, forcing them to buy a full range of stones, including difficult ones they are not used to cutting.

RTZ in Burundi nickel deal

By Kenneth Gooding,
Mining Correspondent

RTZ, THE world's biggest mining company, might join the world's select few nickel miners via a long-term agreement signed in London yesterday with the Central African Republic of Burundi.

The agreement gives RTZ exploration and potential development rights to half of Burundi's prospective nickel belt which is 300km long and 40km wide in places.

This is the first agreement signed by the government of Burundi with a big mining company. However, Burundi is also having talks with Broken Hill Proprietary, Australia's biggest natural resources

MINOR METALS PRICES

Prices from Metal Bulletin (last week in brackets).

ANTIMONY: European free market, 99.6 per cent, \$ per lb, in warehouse, 1,840-1,700 (same).

BISMUTH: European free market, min. 99.99 per cent, \$ per lb, tonne lots in warehouse, 2,30-2,50 (same).

CADIUM: European free market, min. 98.5 per cent, \$ per lb, in warehouse, 2,20-2,25 (same).

0.35-0.45 (same).

COBALT: European free market, 99.8 per cent, \$ per lb, in warehouse, 15.00-15.50 (15.50-16.00).

MERCURY: European free market, min. 99.98 per cent, \$ per 76 lb flask, in warehouse, 120-140 (same).

VANADIUM: European free market, min. 99 per cent, \$ a lb V₂O₅, cfr. 1.55-1.65 (same).

SELENIUM: European free market, min. 99.5 per cent, \$ per lb, in warehouse, 4.70-5.40

TUNGSTEN ORE: European free market, standard min. 65 per cent, \$ per tonne unit (10 kg) WO₃, cif. 31-43 (same).

MOLYBDENUM: European free market, drummed molybdenum oxide, \$ per lb Mo, in warehouse, 2,20-2,25 (same).

URANIUM: Nucex exchange value, \$ per lb, U₃O₈, 7.45 (7.60).

MARKET REPORT

GOLD traded most of the day in a very narrow range on the London bullion market, apparently expecting a lead from Comex. But New York opened weaker before some commission houses buying held it at the \$340 a troy ounce support point in early trading. One trader noted that the market was particularly nervous after several weeks of inactivity - "as soon as there is a move, everybody tries to cover." London gold, silver and platinum prices ended slightly lower. Oil markets were also nervous after Kuwait said it would produce more than its quota if other Opec countries continued

to do. The postponement of weekly API stocks data until today helped to rob the market of direction. On the LME copper's fall put NICKEL, ZINC and ALUMINUM under pressure. Three-month aluminium fell to a 16-month low of \$1,126 a tonne, the 18,100-tonne rise in LME stocks underlining fundamental oversupply. Zinc's decline was cushioned by the recent production cuts in Mexico and Canada. London robusta COFFEE turned morning losses into gains as New York seemed content to head higher despite no fresh news.

Compiled from Reuters

London Markets

SPOT MARKETS			
Crude oil (per barrel PODIMM)	+ or -		
Apr 278.00 278.00 270.00	Oct 277.00 270.00 266.00		
Dubai	\$16.40-6.42u -1.6		
Brent Blend (dashed)	\$18.63-8.65 -1.5		
Brent Blend (May)	\$18.65-8.67u -1.6		
WTI (1st brn exd)	\$20.34-20.36u -0.20		
Oil products (NWE prompt delivery per tonne CIF)	+ or -		
Premium Gasoline	\$20.70-20.8 -2.5		
Gas Oil	\$17.95-18.0 -1.5		
Heavy Fuel Oil	\$7.78-7.9 -0.5		
Naphtha	\$17.45-17.6 -0.6		
Petroleum Argus Estimates			
Other	+ or -		
Gold (per troy oz)	\$308.15 -1.0		
Silver (per troy oz)	\$28.00-28.0 -1.2		
Platinum (per troy oz)	\$32.25-22.5 -1.5		
Palladium (per troy oz)	\$114.50 -1.25		
Copper (US Produced)	100.50 -1.5		
Lead (US Produced)	44.60c		
Tin (Kuala Lumpur market)	14.20c		
Tin (New York)	26.10c		
Zinc (US Prime Westend)	62.0c		
Cattle live weight	125.18p -3.37		
Sheep (live weight)	120.85p -0.38*		
Pig (live weight)	90.54p -1.23*		
London dairy fat	\$29.5 -3.3		
London dairy butter	\$29.5 -3.3		
Tallow and Lye export price	\$30.75 -1.5		
Barley (English feed)	C144.5u		
Maize (US No. 3 yellow)	C171.0		
Wheat (US Dark Northern)	Umt		
Rubber (May)*	60.10p		
Rubber (Jun)*	61.00p		
Rubber (1st RSB No 1 Apr)	215.5m		
Cotton (Philippines)*	\$330 dy -2.5		
Palm Oil (Malaysia)*	\$412.5 -2.5		
Copra (Philippines)	\$265		
Soyabean (US)	C177.2 -1		
Crude palm oil index	51.50c -1		
Wool (NZ Super)	227p		
c. 1 tonne wheat alternative steels, Chapman & Company, 1st May - 30 May, 1st May - 1st April, London physical, SCOT Rotterdam & London market close, m-Malaysian cents/kg (sheep price) are now live selling price - change from 1st week ago, provisional price.			

COTTON
Spot and shipment sales in Liverpool amounted to 294 tonnes for the week ended 2nd April, up 59 tonnes on the previous week. Impressed cotton bought mostly purchases, mainly in Russia.

ALUM
April/May: C and I Dundee, BTG USD 345, C and I Cambrai, BTG USD 370, BTG USD 350, BTG USD 330, BTG USD 320, BTG USD 310, BTG USD 300, BTG USD 290.

Whisper of privatisation in the trees

James Buxton on the varied reactions to a review of the future of forestry in Britain

"NOTHING BUT good can come of it." That was the reaction of a senior figure in the forestry industry to last week's news that the government has set up an inter-departmental committee to review the future of forestry in Britain.

The committee, chaired by the Scottish Office but including civil servants from other ministries including the Treasury, is looking both at the future ownership of the Forestry Commission's woodlands, and at the effectiveness of government incentives for tree planting.

RUSSIA would make more from the diamond trade if it abandoned its right to sell 5 per cent of its production and put everything through De Beers' Central Selling Organisation (CSO), according to a senior Russian diamond industry executive.

Mr Sergei Ulin, a director of Almaz-Rossii Sakhra (ARS), the state-dominated company which produces and markets Russian diamonds, believes "it's quite evident that changes are required". In the past he has defended Russia's 1990 agreement with De Beers under which 95 per cent of rough diamond exports must go through the CSO.

"The world is very different from when we signed the agreement, and we are different too," Mr Ulin said. He now believes that the separate sale of 5 per cent - agreed so that Russia had a means of checking the price it was paid by De Beers - is undermining the CSO's "one-channel" system which aims to keep prices as high as possible.

Some parliamentarians and the State Committee for Precious Stones and Metals have on the contrary complained that 5 per cent is too little and that the sales are only allowed in Moscow.

"I don't believe that 5, 10, or 15 per cent, whether it is sold in Moscow or anywhere else, will give us the information which we would like to have," Mr Ulin said. It would be better for Russian representatives to attend De Beers' diamond sales or "sights" in London as did some other producers to ensure fair play.

He also clarified ARS's plans to overhaul, along market lines, the system whereby rough stones are sold to Russian-based diamond cutters. This will consist of holding sights for cutters, forcing them to buy a full range of stones, including difficult ones they are not used to cutting.

It is the forestry and timber industries would like to see more trees planted. Mr Peter Johnson, chairman of Tidwell Economic Forestry, a Booker subsidiary, says: "Forestry is a wonderful industry. Trees grow twice as fast here than in most of the countries we import from. Our processing industry is state of the art. But we are being held back."

He would like to see changes in the tax regulations to encourage individual savers to invest in forestry, by granting forestry unit trusts the same tax treatment as forestry owners enjoy. "Productive timber is currently owned by fewer than 5,000 individuals in Britain. Yet 200,000 people make voluntary contributions for tree planting to the Woodland Trust. We need to create a vehicle through which they can make a return."

Mr Robert Rickman, a forestry specialist who is a director of Forestry Investment Management, a consultancy,

for "sensitive forestry". In British forestry 1988 was a watershed year. In the budget Mr Nigel Lawson, the chancellor, announced the abolition of tax incentives for tree planting and their replacement with greatly enhanced grants. People in forestry now admit that the old system had brought forestry into disrepute, with the planting of trees on the environmentally sensitive Flow country of Caithness in Scotland as a tax shelter for the wealthy being a final excess.

But since then the rate of tree planting has fallen from its all-time peak of 29,000 ha in the year to March 1988 to 17,300 ha in 1992 (the government's target of 33,000 ha a year has never been attained).

As before, most trees are planted by private landowners, with the Forestry Commission planting only 3,000 ha in 1992.

A greater proportion of newly planted trees, especially in England, are broad-leaved rather than conifers.

Mr Robert Rickman, a for-

estry specialist who is a director of Forestry Investment Management, a consultancy,

says forestry now has a chance to "shake off the stigma of the past. It could be a successful industry but we cannot benefit from it because we don't have the right structure."

He is a strong advocate of privatising the Forestry Commission's woods. The commission split itself into two in 1992, with the Forestry Authority regulating planting and handing out grants, and the Forestry Enterprise running the commission's forests.

Privatisation, he and others believe, would generate efficiencies and free the Forestry Enterprise from stultifying Treasury constraints. He now thinks privatisation would best be achieved by breaking up the estate and selling it in large geographically defined chunks, which would mostly be acquired by financial institutions, landowners and timber users.

Mr Rickman believes the Forestry Enterprise might be worth £1.5bn on the basis of

the real rate of return which he thinks it capable.

Woods with high amenity value would be separated out and handed over to conservation bodies or local authorities.

Although the Ramblers Association last week was quick to voice its disapproval of privatisation, the commission, on the grounds that it threatened people's "freedom to roam", Mr Rickman says: "Public access on foot causes forestry owners no problems at all. The only problems might occur where the local gentry go shooting."

The Forestry Commission, based in Edinburgh and digesting its latest change of structure, is watching events with foreboding, but is unable to comment. It is aware that stripped of its woods, it would be a slender organisation. Mr Robin Cutler, its chief executive, was formally head of forestry in New Zealand where commercial woods were privatised. He is said to have found it an unhappy experience.

Race under way to raise rice harvest by 60%

Victor Mallet looks at an organisation dedicated to increasing global production

TO THE uninitiated, it sounds like an impossible task: in the next three decades the annual global rice harvest must rise by 60 per cent to about 760 tonnes to feed the world's fast-growing population.

This surge in production, furthermore, will probably have to be achieved without increasing the land area presently under rice. There is little room for expansion in Asia - where most of the world's inhabitants and most rice-eaters live - and in some countries urban sprawl has actually reduced rice acreages. Since 1980, the total area cultivated for rice has remained steady at about 146m hectares.

Yet the scientists at the 30-year-old International Rice Research Institute (IRRI) in Los Baños, south of the Philippine capital Manila, are confident that they can lead a successful campaign to increase rice yields by the amount required to stave off global starvation for another 30 years.

They have done it once; six years after the IRRI was founded in 1960, they contributed to the "green revolution" by releasing a "miracle" rice variety called IR8 which doubled and tripled yields and helped to avert famines predicted for the 1970s - and they think they can do it again.

The institute has made great strides in breeding rice varieties that are resistant to salinity, insect pests and other adverse conditions. But the

biochemistry division says the first step is to make further improvements to the "architecture" of the rice plant.

By cross-breeding "stiff", dwarf varieties with larger plants that respond well to fertiliser but tend to collapse under the weight of their own grain, scientists have

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NEW YORK STOCK EXCHANGE COMPOSITE PRICES

4 pm close April 6

Continued on next page

NYSE COMPOSITE PRICES

Continued from previous page

- S -

Stock	Div	PY	EV	De	High	Low	Close	Chg
22177 S.Anta Int.	0.00	7.1	23	148	184	183	184	+1
20417 S.CORUS US	0.00	2.5	15	14	15	14	14	-1
24243 S.CPT TechCo	1.28	52	52	52	52	52	52	+1
15251 S.Citrix	1.16	8.4	10	47	112	72	71	-1
12456 S.Coldwell	0.10	0.9	14	65	111	111	111	+1
22247 S.Corp Int'l	0.00	1.8	25	3478	3500	3450	3450	+1
14515 S.Coty	0.35	1.8	25	3478	3500	3450	3450	+1
22252 S.Couthern	0.20	16	212	145	195	195	195	+1
44423 S.Danaher	0.00	0.5	86	41	41	41	41	+1
35742 S.Davis Paper	0.78	4.7	15	34	45	45	45	+1
75352 S.Dex	2.95	35	35	35	35	35	35	+1
99549 S.Delco	0.00	1.8	25	3478	3500	3450	3450	+1
13529 S.Dell	1.29	2.0	11	485	151	151	151	+1
41853 S.Demolition	0.87	4.8	415	151	151	151	151	+1
26523 S.Dentro	0.00	1.8	25	3478	3500	3450	3450	+1
47611 S.Destini	0.40	10.3	43	81	81	81	81	+1
11111 S.Destini	0.00	1.8	25	3478	3500	3450	3450	+1
12545 S.Destini	2.16	7.4	13	44	103	103	103	+1
15253 S.Destini	0.00	1.8	25	3478	3500	3450	3450	+1
37152 S.Destini	0.00	1.8	25	3478	3500	3450	3450	+1
46520 S.Destini	2.74	8.0	16	111	457	457	457	+1
22545 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22546 S.Destini	0.28	5.9	14	1637	474	474	474	+1
57171 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22547 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22548 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22549 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22550 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22551 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22552 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22553 S.Destini	0.28	5.9	14	1637	474	474	474	+1
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22557 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22558 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22559 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22560 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22561 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22562 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22563 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22564 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22565 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22566 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22567 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22568 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22569 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22570 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22571 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22572 S.Destini	0.28	5.9	14	1637	474	474	474	+1
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22576 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22577 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22578 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22579 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22580 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22581 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22582 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22583 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22584 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22585 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22586 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22587 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22588 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22589 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22590 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22591 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22592 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22593 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22594 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22595 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22596 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22597 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22598 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22599 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22600 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22601 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22602 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22603 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22604 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22605 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22606 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22607 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22608 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22609 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22610 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22611 S.Destini	0.28	5.9	14	1637	474	474	474	+1
22612 S.Destini	0.28							

AMERICA

Dow becalmed ahead of inflation data

Wall Street

MIXED trading patterns dominated the morning session yesterday, with consumer stocks continuing to slide but oil shares generally moving higher, writes Nikki Terazono in New York.

By 1pm, the Dow Jones Industrial Average was showing a modest 1.08 gain, at 3,380.27, while the more broad-based Standard & Poor's 500 stock index was 1.14 lower at 441.15 and the Nasdaq composite index, which measures the over-the-counter market, 1.70 lower at 669.01. Trading volume during the morning was about 170m shares, with the number of declining stocks outweighing advances by a small margin.

ASIA PACIFIC

Singapore hits third straight peak

Tokyo

SHARE PRICES gave way to profit-taking by financial institutions, and the Nikkei average lost ground for the first time in four trading days, writes Emiko Terazono in Tokyo.

The index shed 272.66 to 19,386.80, after rising by 6.3 per cent during the previous three days. It opened at the day's best of 19,748.92 and profit-taking and arbitrage-related selling pushed it down to a low for the session of 19,386.71.

Volume fell to 730m shares from 1.15bn, as dealers and foreigners took to the sidelines. Declines led advances by 704 to 348, with 129 issues unchanged. The Topix index of all first-section stocks retreated 21.98 to 1,529.47, but in London the ISE/Nikkei 50 Index firmed 1.10 to 1,197.69.

Some brokers welcomed the fall, adding that the market was overheating. Foreign investors were seen purchasing shares, while domestic institutions remain net sellers. "We expect to keep our money in

in terms of general economic trends, the stockmarket remains focused on the inflation numbers due to be released on Thursday and Friday, and it paid little attention to yesterday's wholesale sales figures, or to the big car-makers' relatively cheerful March sales data which was released on Monday afternoon.

But many of the larger consumer products companies continued to drift lower, as investors fretted about the strength of "brand loyalty" generally – a concern triggered by Philip Morris's decision to defend the market share position of its best-selling Marlboro label at an enormous cost to profits. Coca-Cola, for example, fell 5.1% to 339¢, while PepsiCo, its big soft drinks rival, lost \$1 at 339¢. Colgate-Palmolive was

3.3% lower at \$59¢, while Procter & Gamble slipped by \$1 at \$45¢.

In the tobacco sector itself, Philip Morris continued to lose ground, dropping 3.1% to 48¢. R.J. Rebsco eased another 3%, to \$6, while American Brands gave up 3% at 32¢.

Wal-Mart Stores, the top-selling US retailer, also shed \$1 yesterday, in fairly heavy trading; there have been concerns recently that the company may not be able to sustain its phenomenal growth record.

Many medical stocks were sliding. Among the biggest losers was US Surgical, down 3.3% to 48¢. The broker, Hambrich & Quist, downgraded its rating on the stock to "hold" from "buy".

In the auto sector, the three Detroit manufacturers put up a

cash for a while," commented one Japanese fund manager. However, traders said overall sentiment remained firm. "The consensus is that the market will continue to advance," said Barings Securities.

Electric power issues were the worst performers of the day, declining 1.24 per cent on profit-taking. Tokyo Electric Power showed some resistance to the trend, losing just Y10 to Y4,000. Gas utilities were also weak, the sector dropping 3.43 per cent.

Brokerage shares, which led the recent rally on hopes of better earnings due to higher market volumes, receded on profit-taking. Nomura Securities finished Y70 down at Y1,280 and Daiwa Securities Y50 off at Y1,340.

High technology issues were lower, with Toshiba down Y15 to Y720 and Fujitsu falling Y11 to Y560. Nippon Telegraph and Telephone weathered profit-taking and advanced Y40,000 to Y1,04m. Telecom-related shares were also popular, with Fujitsuka appreciating Y67 to Y1,030 and Nippon Comsys adding Y50 at Y1,270.

Roundup

SOME strong performances were seen on the Pacific Rim, although trading was punctuated by market closures. Bangkok was on holiday yesterday, celebrating Chakri Day, while Bombay remained closed to facilitate settlement.

SINGAPORE posted its third consecutive record close, analysts believing that the market

has every chance of maintaining its momentum. The Straits Times Industrial index gained 9.96 at 1,710.78, having peaked at an intraday all-time high of 1,711.40. Volume, however, shrank to 254.7m shares from Monday's record 426.76m.

The rise came as the latest quarterly investment review from Merrill Lynch, the US investment house, recommended investors to increase their weightings for Singapore.

MALAYSIAN stocks traded over the counter were said to be consolidating recent gains.

MANILA was also firm, with prices extending Monday's rally on the law giving President Fidel Ramos special legislative powers to tackle the country's energy crisis. The composite index moved ahead 13.96 to 1,532.47 for its third consecutive all-time peak of 1,740.53.

Mr Stuart Harley of Schroders in London said that the strong performance was the result of a big inflow of cash as investors returned after the Ramadan holidays.

He added that the market's gains this year followed moves to lower short-term interest rates as the government attempted to lengthen the maturity of its debt.

Equity investments had also benefited from new favourable tax treatment for mutual funds which kept more than 25 per cent of their investments in shares.

The new investable index price series on emerging markets from the International Finance Corporation show that, in dollar terms, a 9.2 per cent fall in March still left the Turkish market with a 32.1 per cent gain for the first three months of this year.

FT-ACTUARIES WORLD INDICES QUARTERLY VALUATION

The market capitalisation of the national and regional markets of the FT-Actuaries World Indices as at MARCH 31, 1993 are expressed below in millions of US dollars and as a percentage of the World Index. Similar figures are provided for the preceding quarter. The percentage change for each Dollar Index value since the end of the calendar year is also provided.

NATIONAL AND REGIONAL MARKETS	Market capitalisation as at MARCH 31, 1993 (US\$m)	% of World Index	Market capitalisation as at DECEMBER 31, 1992 (US\$m)	% of World Index	% change in S Index since DECEMBER 31, 1992
Australia (56)	107,176.6	1.37	96,864.3	1.34	+10.02
Austria (18)	9861.5	0.13	9688.6	0.13	+1.78
Belgium (42)	56,425.1	0.72	49,200.4	0.66	+14.60
Canada (113)	125,245.1	1.74	112,240.4	1.76	+8.57
Denmark (33)	24,015.5	0.32	22,000.0	0.32	+9.08
Finland (23)	8,464.2	0.12	12,424.8	0.02	+12.25
France (98)	270,100.3	3.45	234,515.7	3.26	+12.17
Germany (82)	264,841.2	3.38	238,460.5	3.32	+10.41
Hong Kong (53)	124,357.7	1.59	103,609.8	1.44	+15.88
Ireland (18)	10,158.8	0.13	8,989.0	0.12	+18.25
Italy (73)	32,032.8	0.43	27,733.6	0.38	+9.87
Japan (71)	216,728.1	2.76	182,767.4	2.54	+15.67
Malaysia (52)	44,007.0	0.56	40,951.7	0.57	+7.17
Mexico (18)	45,162.7	0.58	45,048.1	0.63	+0.26
Netherlands (24)	124,964.7	1.59	110,945.5	1.54	+11.90
New Zealand (13)	11,454.1	0.15	10,571.7	0.15	+7.81
Norway (22)	8,893.1	0.09	8,080.1	0.08	+13.03
South Africa (60)	8,002.0	0.03	8,200.0	0.03	-2.55
Spain (46)	72,027.3	0.88	58,983.8	0.82	+18.97
Sweden (36)	56,120.0	0.74	49,933.2	0.69	+4.40
Switzerland (55)	152,253.0	1.94	140,063.3	2.03	+4.48
United Kingdom (226)	772,938.1	9.85	757,019.8	10.54	+1.48
USA (522)	316,972.0	40.71	307,428.7	42.79	+3.62
Europe (775)	15,095,894.2	24.37	17,751,192.0	24.71	+5.78
Nordic (114)	93,954.8	1.27	79,164.2	1.11	+1.45
Pacific Basin (714)	31,864	0.44	21,026,443.0	29.27	+17.61
North America (834)	45,002	0.60	39,777,150.0	53.98	+12.18
Europe Ex. UK (545)	113,675.8	1.45	101,809.2	1.47	+8.02
Pacific Ex. Japan (243)	3,124,043.3	3.99	2,756,680.0	3.84	+11.38
World Ex. US (168)	46,410,25.3	50.21	41,095,27.6	57.21	+11.95
World Ex. UK (1976)	70,848,07.4	90.14	64,268,05.1	89.46	+9.21
World Ex. So. Afr. (2142)	77,678,21.5	99.11	71,249,61.0	99.18	+8.31
World Ex. Japan (1731)	59,703,63.8	72.35	53,668,44.0	74.57	+4.56
The World Index (2202)	783,774.5	100.00	718,824.6	100.00	+8.40

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FT-ACTUARIES WORLD INDICES

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NATIONAL AND REGIONAL MARKETS	MONDAY APRIL 5 1993			FRIDAY APRIL 9 1993			DOLLAR INDEX									
	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % chg on day	Gross Div. Yield	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	1993 High	1993 Low	Year to Date % change
Australia (56)	137.18	-0.04	133.72	98.47	113.80	129.93	-0.8	3.90	137.71	134.54	99.37	114.91	130.98	141.10	117.39	143.96
Austria (18)	142.21	-0.1	138.62	102.07	117.96	127.98	-0.1	1.92	142.30	130.02	102.68	117.81	130.26	141.49	115.12	147.43
Belgium (42)	153.41	-0.2	149.54	110.11	124.47	144.47	-0.6	4.65	153.71	150.17	110.30	128.26	125.28	153.71	121.19	138.37
Canada (110)	122.79	-0.02	119.69	88.13	101.85	112.25	-0.3	2.98	122.55	119.73	88.42	102.26	111.90	125.97	111.41	126.52
Denmark (33)	208.14	-0.4	202.69	149.40	172.85	173.61	-0.3	1.20	202.49	149.55	127.95	174.07	210.20	165.11	222.15	
Finland (23)	117.72	-0.01	117.72	85.24	103.24	104.44	-0.1	1.28	119.83	77.95	57.80	66.81	68.92	79.83	65.50	76.29
France (58)	183,00	-0.0	177.08	104.24	118.24	120.24	-0.									